



Kiama Council

Operational Plan 2017-2018 & Delivery Program 2017-2021



KIAMA
MUNICIPAL
COUNCIL

Amended January 2018

Our **Operational Plan** and **Delivery Program** are our ‘**action plans**’.

They outline the services, programs, events, facilities, and infrastructure we’ll provide and maintain within given timeframes.

The *Operational Plan* and *Delivery Program* form the next level under our *Community Strategic Plan*, our overarching 10-year plan for the municipality.

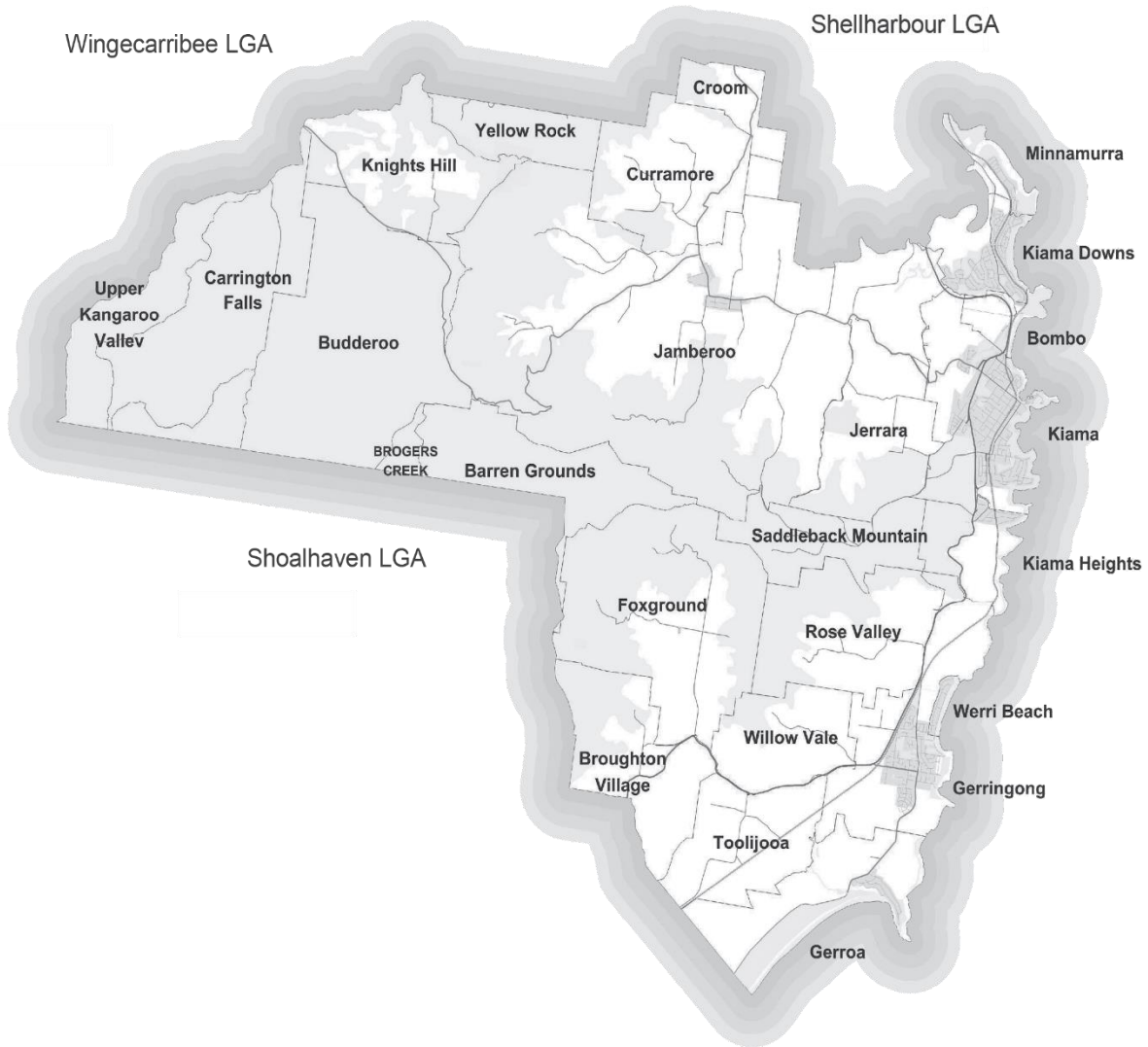
Our *Delivery Program* covers the four-year period from 2017-21. It details a broad plan for the activities we’ll conduct during this time.

Our *Operational Plan* covers the 2017-18 financial year and is the first in our series of plans to cover the four-year *Delivery Program* period. Our *Operational Plan* details the specific projects, events, and services we’ll carry out each year to achieve our *Delivery Program* activities.

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Kiama Municipality Map



Community Vision, Mission and Values

Vision

A municipality working together for a healthy, sustainable and caring community.

Mission

Kiama Council will work to create a municipality that has a healthy, vibrant lifestyle, beautiful environment and harmonious, connected and resilient community.

Values | Principles

Kiama Council:

- values the commitment of the community to our local region
- recognises the value of the area's rural and coastal lifestyle
- will strive to maintain the natural beauty of the environment
- will plan for sustainability
- will build on the strengths of the community to create a municipality that is a vibrant place to live, work and enjoy.

Welcome from the General Manager

Kiama Council is pleased to present its annual *Operational Plan* for 2017-18.

Within this publication, you will discover the activities, projects, programs, events, services, and day-to-day tasks staff and elected Councillors will carry out to provide our community with the services, facilities and infrastructure you have told us you want and need.

Our *Operational Plan* and *Delivery Program* are a crucial part of the NSW Integrated Planning and Reporting Framework set by the state government. The framework provides guidance to councils on effective long-term strategic planning and is designed to achieve stronger and more effective engagement and transparency with the community and other major stakeholders.

We use these plans to show what will be carried out to meet the long-term goals and objectives of the *Community Strategic Plan 2013-23*.

More detail about how each of our plans, including this *Operational Plan* and *Delivery Program*, fit into the overall integrated planning structure can be read on page 11.

Our long-term vision for the municipality is for “a healthy, sustainable and caring community”, so we’ll continue to work with the local community, private enterprise, and other government agencies to achieve this goal.

The withdrawal of the NSW Government’s merger proposal has ensured that Kiama Council remains a proudly independent local government authority. Council’s operations will continue to be financially viable; we are committed to meeting community priorities; and will strive to improve efficiencies to make your dealings with Council easier.

I encourage you to get in touch with Council or your elected Councillors to discuss your ideas or concerns to help create the municipality you want to live in.

Contact details for Council can be found on the back page of this document.

Michael Forsyth
General Manager

Councillors



Councillor Mark Honey
Mayor



Councillor Kathy Rice
Deputy Mayor



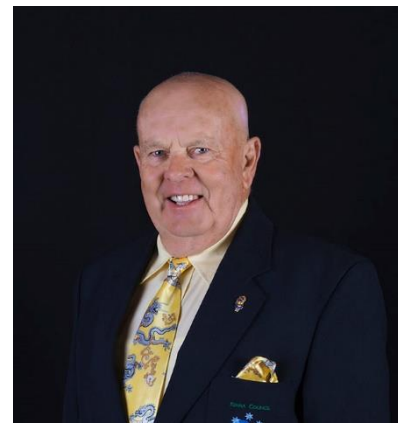
Councillor Matt Brown



Councillor Neil Reilly



Councillor Andrew Sloan



Councillor Warren Steel



Councillor Don Watson



Councillor Mark Way



Councillor Mark Westhoff

Fit for the Future

(amended January 2018 to detail SRV proposal)

In November 2016, Council submitted a Fit for the Future Reassessment Proposal to the NSW Government that demonstrated Council would meet the seven financial benchmarks by 2020-21.

Council's audited 2015-16 financial statements showed that Council was already meeting 6 of the benchmarks with the own source revenue ratio of 59.84% marginally below the target of 60%.

Council as part of the original submission identified an improvement strategy, with the assistance of Morrison Low Consulting, to move Council to a more financially sustainable footing. Since that time, staff have been actively involved in implementing a range of improvement strategies to improve the long-term financial sustainability of the organisation including:

- a review of depreciation
- a substantial review of assets
- a review of fees and charges with further work to be carried out
- joint procurement with the Illawarra Pilot Joint Organisation including a combined legal panel, tree services, building services and security services
- the commencement of a business process and internal efficiencies improvement program
- a financial audit of classification of expenditure to ensure capital renewal and maintenance are appropriately carried out.

Council's adopted Long Term Financial Plan 2017-18 – 2026-27 meets all of the Fit for the Future Benchmarks.

On 26 June 2015, Council submitted its endorsed Fit for the Future Improvement Proposal demonstrating a number of strategies it would implement, including an application to IPART for a Special Rate Variation (SRV) of 6% including rate pegging for three years and retaining the rate income permanently after that time.

In October 2015, IPART in a document titled "Assessment of Council Fit for the Future Proposal" (FFTF) determined Kiama Municipal Council as "unfit" despite the Council Improvement Plan (CIP) and the proposed SRV. Council was deemed unfit on the following grounds:

"The council does not satisfy the financial criteria overall. Although it satisfies the infrastructure and service management criterion, it does not satisfy the sustainability and efficiency criteria.

- The council does not satisfy the sustainability criterion based on its forecast for a negative operating performance ratio by 2019-20.
- We consider a council's operating performance ratio is a key measure of financial sustainability that all Fit for the Future (FFTF) councils must meet, therefore the council is not fit"

Sustainability – does not satisfy

- The council does not satisfy the sustainability criterion. It does not meet the operating performance and building and infrastructure asset renewal benchmarks by 2019-20.
- The operating performance ratio was -7.7% in 2014-15 and is forecast to be -6.1% by 2019-20 which does not meet the benchmark. These figures rely on a number of assumptions, including the successful application for and adoption of a special variation from 2018-19 of 17.4% cumulative over three years (9.7% above the rate peg).
- The council cites the construction of a \$62m Centre of Excellence in Aged Care as contributing to its poor operating performance ratio. While this Centre is forecast to produce revenue from 2018 onwards, our analysis suggests it may be earning a low return on capital. Lower returns on capital are appropriate for councils pursuing social or other objectives supported by the local community.
- The council has forecast it will meet the benchmark for the own source revenue ratio by 2019-20.

Infrastructure and service management – satisfies

- The council satisfies the infrastructure and service management criterion based on meeting the infrastructure backlog and debt service ratios by 2019-20. However, the council is close to exceeding the debt service benchmark by 2019-20 due to borrowing needed to fund its Centre of Excellence in Aged Care.
- While the council marginally misses the asset maintenance benchmark, it indicates it has identified optimal asset maintenance based on community expectations, the life of assets and that renewals are accounted for in its Asset Management Plan and Long Term Financial Plan.

Efficiency – does not satisfy

- The council does not meet the efficiency criterion based on an increase in real operating expenditure per capita from \$2,200 in 2014-15 to \$2,450 in 2019-20.

Council was then proposed for a possible merger with Shoalhaven City Council. Kiama Council embarked on a detailed implementation of the adopted CIP to enable the organisation to meet the FFTF benchmarks, along with significant community engagement and input regarding the proposed merger. The Council proposal opposing the merger, which was presented to a range of very large community meetings, continued to propose an application to IPART for a Special Rate Variation (SRV) of 6% including rate pegging for three years and retaining the rate income permanently after that time.

The proposal against the merger, which included the SRV, culminated in Council holding a plebiscite on Saturday 7 May 2016, in which 8,190 people turned out to vote on the proposal. The vote was 95.4% in favour of Kiama Municipal Council standing alone based on the Council FFTF submission.

In August 2016 Kiama Municipal Council was invited to nominate for reassessment of its financial sustainability and demonstrate Council is Fit for the Future and ready to deliver the services and infrastructure the community needs.

Council since 2015, has continued to work through and deliver on the initiatives identified in the CIP to achieve financial sustainability and meet the FFTF benchmarks.

Our Council Improvement Proposal included initiatives such as:

- implementation of Activity Based Costing (commenced due for completion 2018-19)
- internal efficiency review - Business Process Improvement (Process mapping, LEAN methodology implemented)
- Community Satisfaction Survey (completed 2016)
- review of Fees and Charges (completed – increased revenue by \$350,000)
- undertake review of status of commercial interests and maximize revenue opportunities (commenced and ongoing)
- review depreciation and asset lives (completed reduction of \$1.4M)
- procurement efficiencies (Joint Organisation) – saving 1% (\$300,000) per year
- introduction of efficiency dividend – 1.5% per year (achieved in 2015-16 and 2016-17).

Council refined its Long Term Financial Plan (LTFP) after the implementation and modelling of the initiatives detailed in the CIP, including the proposal to make an application to IPART for a Special Rate Variation (SRV) of 6% including rate pegging for three years, commencing 2018-19, and retaining the rate income permanently after that time. The LTFP was publically exhibited along with Council's Reassessment Submission with no submissions being received. Council adopted this LTFP at its meeting held on 21 November 2016.

The complete suite of Integrated Planning Documents were again reviewed in detail in early 2017, with a number of community workshops held identifying community aspirations, needs and targets. The Integrated Plans including the LTFP and Delivery Program were publically exhibited with eight community submissions received. Council adopted the Integrated Plans on 22 June 2017.

Please refer to the Long Term Financial Plan 2017-18 to 2026-27 for further information about achieving the benchmarks under our Fit for the Future proposal.

We are continuing to drive organisational efficiencies and have committed to a long-term service review program to ensure we are delivering service and facilities that meet our community's needs in the most effective way possible.

Despite these savings, Council still does not have sufficient funds to renew and maintain our asset base. Council provides over \$31,000 of asset per assessment (excluding land, property, plant, equipment and waste assets) which is significantly higher than a number of Councils.

At present, Council's revenue is regulated under "rate pegging". This is where IPART sets a rate peg which limits the amount by which Councils can increase their rate revenue from one year to the next. Making an application for a Special Rate Variation is a way for Council to increase its rates above the rate peg for a set period.

SPECIAL RATE VARIATION TO FUND THE ASSET MAINTENANCE AND RENEWAL GAP

It is essential that Councils keep its community assets in a safe working order and that they meet community expectations. In light of the condition audit and the current levels of infrastructure funding and the service standards identified by the community, Council has determined the following asset areas need increased Council funding which could be achieved via a rate increase.

Specifically:

- roads
- footpaths and cycleways
- transport, which includes roads, bridges, footpaths and cycleways
- buildings
- public amenities
- park facilities.

Increasing the level of funding for these assets (as detailed in the proposal for an SRV) will allow Council to renew and maintain those assets as required under the adopted Asset Management Plans. It will also ensure that the condition of assets do not decline below what is expected by the community and the infrastructure backlog does not increase.

FUNDING INFRASTRUCTURE RENEWAL AND MAINTENANCE – SPECIAL RATE VARIATION

BASE CASE – RATE PEG ONLY

Council developed a 'Base Case', as part of its FFTF submission and Integrated Planning documents which reflected Council's current funded position with respect to the management of physical assets without a rate increase option – rate peg only, in its Strategic Asset Management Plan (SAMP) and Long Term Financial Plan (LTFP). This model compared Council's average asset consumption, accumulated high-risk assets (renewal Backlog) and additional operations and maintenance to control high-risk assets against Council's Long Term Financial Plan (LTFP). The evidence demonstrated that such a scenario is not financially sustainable into the future, as both the FFTF benchmarks and the condition of assets will continue to "Steadily decline".

The Base Case also found that the required expenditure exceeds the current budget allocations and Council was unable to meet the required benchmarks. Council conducted extensive planning and forecasting under the Base Case scenario, and taking into consideration the result that its assets and infrastructure would decline under the current funding, opted to develop a financial model which sustainably funds asset maintenance and renewal and achieves financial sustainability as detailed in Council's FFTF Financial Reassessment submission, with the least impact on ratepayers.

During the FFTF process and proposed merger Council critically reviewed, with the assistance of Morrison Low, a number of initiatives including the development and

implementation of a Council Improvement Plan (CIP) to improve Councils financial sustainability to be able to fund asset maintenance and renewal. This CIP identified improvements that could be made (majority have either been implemented or are being implemented) to address the issue. Council redeveloped its LTFP, which included a proposed special rate variation (SRV) from 2018-19. This proposed SRV has been in the LTFP and Integrated Planning documents since 2014-15 and was part of the proposal presented to State Government in the FFTF original submission and the financial re-assessment that resulted in Kiama Municipal Council being deemed Fit for the Future. This was presented to the community during both rounds of the FFTF process and publically exhibited as part of Councils Integrated Plans on two occasions.

In developing the FFTF re-assessment submission in 2016 and the Integrated Plans in 2017 Council removed the base case scenario (which was not financial sustainable nor met the required FFTF benchmarks) and adopted the one scenario detailed in the LTFP known as the “Strategic Scenario” and reflected in the remaining Integrated Planning Documents.

PROPOSAL “STRATEGIC SCENARIO”

Special Rate Variation of 6.0% each year for three years, including rate pegging. Over the three year period this is a cumulative increase of 19.1%. At the end of the three year period the Special Rate Variation increases would be built into the rate base and permanently retained.

FUNDING IMPACT

This proposal would generate an additional \$3.577 million over three years from the increased rates. The additional funding would be allocated to the following assets:

- \$965,000 on roads
- \$1.46 million on buildings and public amenities
- \$861,000 on footpaths and cycleways
- \$291,000 on parks and open spaces.

MAINTAIN, RENEW

We would be able to fund essential maintenance and renewal of our assets. This means the average condition of our roads, town and village centres, buildings, public toilets, footpaths, cycle ways, parks and open spaces (including playgrounds and sports fields) would stabilize and improve.

NEW ASSETS

We will have little capacity for extra new capital works apart from those, already detailed in the LTFP, and those funded by developer contributions and grants.

AMENDMENTS TO IP&R DOCUMENTS TO REFLECT SRV

This Delivery Program has been reviewed and amended as part of the SRV process, after community consultation has been undertaken specifically on the SRV proposal. Council’s key IP&R documents under review and amendment for the purpose of reflecting an SRV application include this Delivery Program, the Long-Term Financial

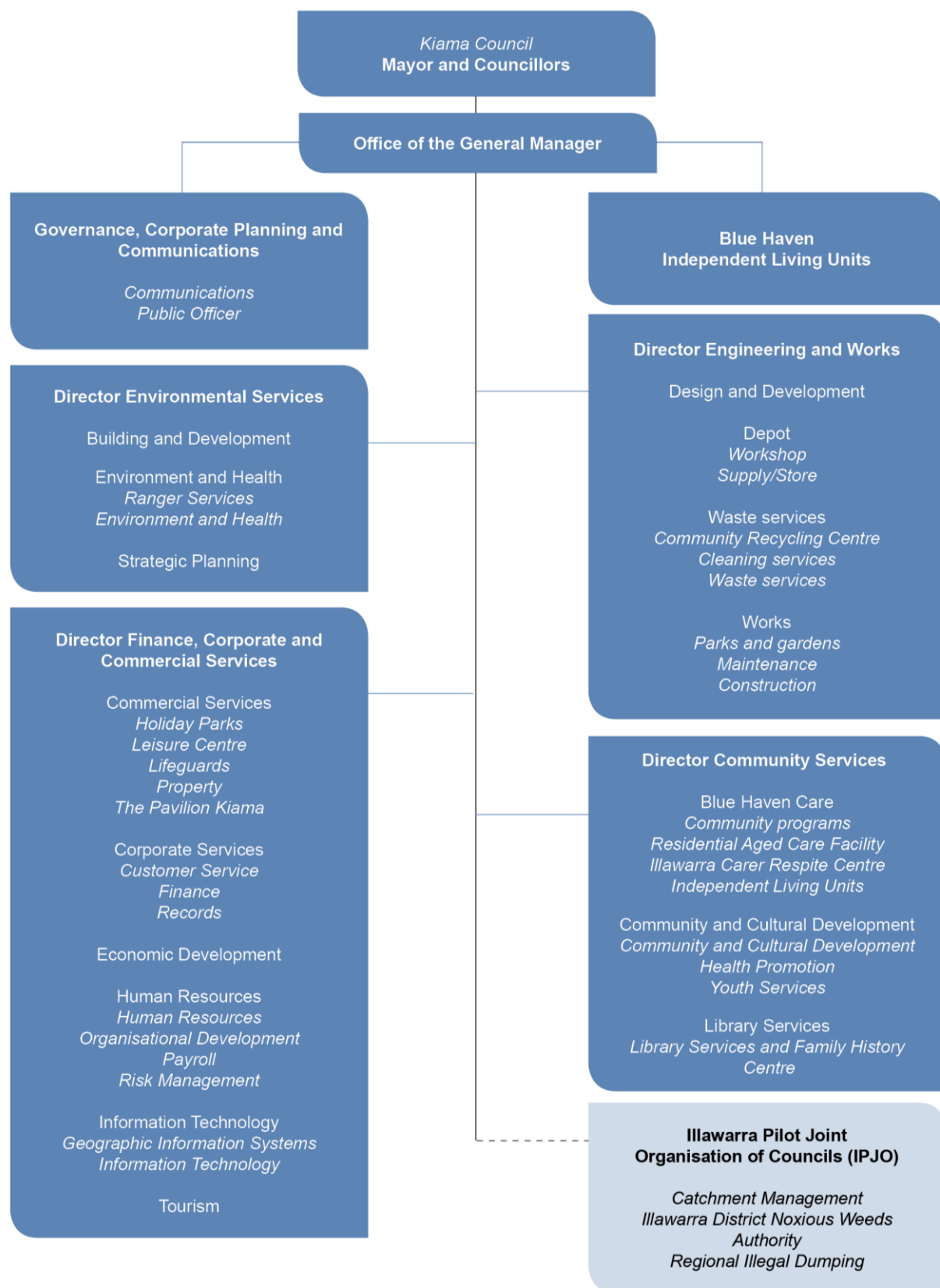
Plan and the Strategic Asset Management Plan. As the adopted Delivery Program already included the SRV, Council has added additional detail in this section of the plan at this time after community engagement has been conducted over the past two months.

One of the Community Strategic Plan's (CSP) aim for 'Well Planned and Managed Spaces, Places and Environment' is to effectively manage our transport, drainage and other infrastructure and assets.

It is essential that this Strategic Asset Management Plan (SAMP) for general fund assets links to the CSP. The SAMP has been developed in line with Council's (Fit for the Future) Reassessment Proposal and the adopted Council Improvement Plan submitted on 28 November 2016. It has been further revised to align with the 30 June 2017 audited figures.

<u>Rate Type</u>	<u>Average Land Value</u>	<u>% of Assessments under Average</u>	<u>Year</u>	<u>Rate Peg impact/ week</u>	<u>SRV Impact/ week</u>	<u>Combined Impact/ week</u>
Residential	\$418,274	63%	2018/2019	\$0.68	\$0.95	\$1.63
			2019/2020	\$1.38	\$1.98	\$3.36
			2020/2021	\$2.09	\$3.10	\$5.19
Rural Residential	\$1,056,740	61%	2018/2019	\$1.31	\$1.83	\$3.14
			2019/2020	\$2.65	\$3.82	\$6.47
			2020/2021	\$4.02	\$5.97	\$9.99
Business Commercial Industrial	\$429,798	91%	2018/2019	\$1.03	\$1.44	\$2.47
			2019/2020	\$2.09	\$3.01	\$5.10
			2020/2021	\$3.17	\$4.71	\$7.88
Business Ordinary	\$268,512	78%	2018/2019	\$0.44	\$0.62	\$1.06
			2019/2020	\$0.90	\$1.30	\$2.20
			2020/2021	\$1.37	\$2.03	\$3.40
Farmland	\$1,394,638	55%	2018/2019	\$1.17	\$1.64	\$2.81
			2019/2020	\$2.38	\$3.43	\$5.81
			2020/2021	\$3.61	\$5.36	\$8.98

Organisation Structure



The values and principles that guide these plans

Council’s Community Strategic Plan presents the Vision, Mission, Values and Principles that are the core ethical guidelines for all of Council’s activities. These are also outlined on page 5 of this Plan, as they are similarly important principles guiding all of Council’s planning and activities.

The Delivery Program and Operational Plan have been structured to address four focus areas:

- Community
- Environment
- Economy
- Civic leadership.

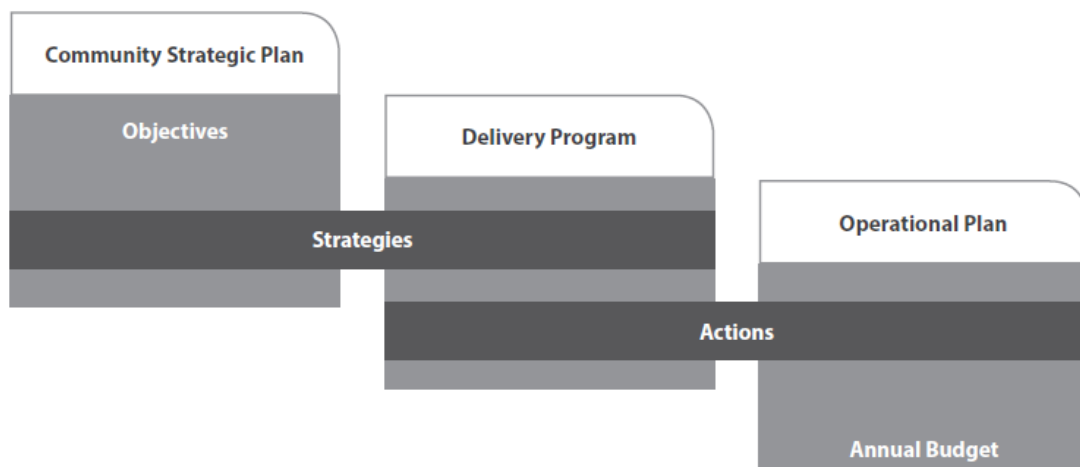
These key areas are based on the Social Justice Principles¹ of:

Equity: There should be fairness in decision making, prioritising and allocation of resources, particularly for those in need. Everyone should have a fair opportunity to participate in the future of the community. The planning process should take particular care to involve and protect the interest of people in vulnerable circumstances.

Access: All people should have fair access to services, resources and opportunities to improve their quality of life.

Participation: Everyone should have the maximum opportunity to genuinely participate in decisions that affect their lives.

Rights: Equal rights should be established and promoted, with opportunities provided for people from diverse linguistic, cultural and religious backgrounds to participate in community life.



¹ NSW Division of Local Government Social Justice Framework 2008-2012.

How will we Report our Progress?

Every three months we will complete a Quarterly Operational Plan Review. It will focus on the actual number of services and activities we complete, and whether we are delivering them as planned and within budget. This review is reported through to our Executive.

Every six months we will complete a Biannual Delivery Program Review. It will focus on demonstrating how our services and activities are meeting our community's expectations.

Every 12 months we will complete our Annual Report that will focus on our progress in implementing our Delivery Program and Operational Plan.

Every four years we will complete an End of Term Report. It will report on the achievements the outgoing Council has made to implement our Community Strategic Plan during their four-year term. An End of Term Report is due to be completed at the end of the Council term.

These four types of reports will be available to the community:

- as reports to Council meetings
- on Council's website.

We will use a range of performance measures including data from Council's operational performance, community survey results, State Government information and Australian Bureau of Statistics data to complete our reports.

Council recognises that these integrated planning and reporting documents require ongoing revision and improvement. We will continue to review the plans and identify relevant and meaningful targets and indicators and ensure we adopt a continuous improvement strategy to ensure these plans are meaningful and relevant.



Which Plan?	What are we measuring?	How will we measure?	When will we measure?
<p>Community Strategic Plan (CSP) 2017-27</p>	<p>Progress being made towards achieving the objectives identified in the CSP.</p> <p>There are a range of stakeholders working towards these objectives.</p>	<p>We'll use a range of statistics and results from community surveys and engagement strategies as well as other measures that tell us about changes in conditions such as the natural environment, our built infrastructure and our human and social assets.</p>	<p>At the end of each four-year Council term.</p>
<p>Delivery Program 2017-21</p>	<p>The outcomes of the activities and services Council has delivered and whether Council is making a positive difference for the community.</p>	<p>With a range of methods, including statistics, service reports and targeted satisfaction surveys to measure whether our community is satisfied with the services and activities Council provides.</p>	<p>Every six months, with a biannual Delivery Program Report.</p>
<p>Operational Plan 2017-18</p>	<p>The number of services and activities Council has delivered to monitor whether we are delivering our activities as planned and within budget.</p>	<p>With a range of measures with a focus on completion of activities and services delivered on time and within budget.</p>	<p>Every three months with a Quarterly Operational Plan Review Report.</p> <p>An Annual Report that includes audited financial reports, a Report on the State of the Environment every four years.</p>
<p>Resourcing Strategy (Long-Term Financial Plan, Asset Management Strategy, Workforce Management Plan)</p>	<p>Council's sustainability. Whether we are improving our overall performance and viability as an organisation.</p>	<p>By assessing our organisational sustainability measures such as financial, asset and human resource measures.</p>	<p>Every financial year a progress report is included in our Annual Report.</p>



Community

The original inhabitants of the Kiama area were the Wodi Wodi Aboriginal people and the name Kiama is thought to be from an Aboriginal word meaning 'where the sea makes a noise'.

Today Kiama Council services an estimated community of 21,505 people.

The local community enjoys a relaxed atmosphere that is valued by residents as a friendly and community-minded place to live. This is largely attributed to the development of residential areas around small village centres that act as focal points for the community.

There continues to be strong feelings within the community that any future development must be managed in a way that will maintain and enhance this positive sense of community. Council will be guided and supported by up-to-date knowledge and research into the effects of fire, flood and coastal hazards, potentially exacerbated by future climate change and their risks to both new and existing development.

In the three years to 2014, the percentage of local population in the 0 – 17 age groups has decreased slightly to 20.4%. In the same period, the percentage of those aged 60 years or over rose almost 2% to 29.5%. The 25 – 34 year olds continued to be the smallest age group. This indicates a need to respond to the priorities of the community at different life stages and to encourage young people to remain in the area.

Currently Council supports a range of cultural facilities and celebrations within the community. These contribute to the creative and engaged community environment and contribute to economic development and tourism.

According to the 2014 ABS estimates, 340 (1.6%) of the Kiama residents identify as Aboriginal or Torres Strait Islanders, which is below the regional average of 2.9%.

Interestingly 82.4% or 16,475 of our residents are Australian born, well above the NSW State average of 68.6%.

Kiama residents display a great sense of community, with 26.1% of residents aged 15 years or above carrying out regular volunteering work, which is much higher than the NSW State average of 16.9%.

The median age of Kiama residents in 2014 was 46 years old, higher than the NSW State average of 37 years of age.

The 2016 Community Strategic Plan survey community identified the following issues as being of great importance to the community:

- healthy and sustainable lifestyles
- safety in the community
- social, cultural and artistic activities for sustainable wellbeing.



Environment

Located on the South Coast of New South Wales, the Kiama Municipality is located approximately 120 kilometres south of Sydney.

The Municipality is bounded by Shellharbour City in the north, the Tasman Sea in the east, Shoalhaven City in the south and Wingecarribee Shire in the west.

It covers an area of approximately 259 square kilometres, including national parks, beaches, rivers and rainforests.

The area is predominately rural with distinct local villages along the coast. The main urban centres are Gerringong, Gerroa, Jamberoo, Kiama and Kiama Downs. Rural land is used mainly for dairy farming and cattle grazing, with some basalt mining.

Major features of the area include Seven Mile Beach National Park, Budderoo National Park, Barren Grounds Nature Reserve, Kiama Blowhole and many beaches.

There are four endangered ecological communities within the Kiama Municipality and 946 flora species. 144 of these are protected species, including 32 that are endangered. Native fauna in the Kiama area is diverse, with 418 species identified.

The Kiama local area is host to 13 active volunteer Landcare groups, who play an important role in rehabilitation and revegetation activities.

Council currently supports a range of environmental activities and services that promote cleaner, greener living, such as cycleways, walkways and waste reuse and recycling programs.

There is strong community support for the continuation of an active agricultural industry in the area, to ensure that land is used productively and that new residential development is controlled.

However, there will be a need for additional housing to accommodate the expected increase in population during the next decade.

This will place additional pressure on the planning process to ensure sympathetic and sustainable principles are utilised if the area is not to appear 'overdeveloped'.

The 2016 Community Strategic Plan survey identified the following environmental issues as being of great importance to the community:

- protecting the natural environment
- better practice and sustainability focus in town planning
- promotion of sustainable land use and agriculture.



Economy

From its origins in the dairy and quarrying industries, Kiama now has a more diverse economic base, with tourism being a major contributor.

Each business district hosts commercial, retail and service businesses to meet the needs of residents and visitors.

According to the 2014 ABS estimates, of the 9,604 community members currently in the workforce, 31.9% work full time and 20% work part time. Additionally, 419 people were seeking full or part time employment. Approximately a third of residents over 15 years of age (6,291) are not currently in the labour force and are not looking for employment.

The provision of accommodation, cafes and restaurants create employment and business opportunities. 2011 Census data also shows that 8.3% of our local workforce is employed in accommodation and food service provision, compared to the state average of only 6.7%.

Education and training (13.7%) and health care and social assistance (12.9%) continue to be the major industries of employment for the Kiama workforce. Over 60% of all workers are in employment outside the Kiama area.

Consequently, there is a heavy reliance on private transport within the area, with 71% of those travelling to work on Census day using private vehicles. This compared to the state average of only 62.7%. This reliance on private transport places increased pressure on our road infrastructure.

The 2016 Community Strategic Plan survey identified the following issues as being of greatest importance to the community:

- economic growth and employment opportunities
- continued encouragement and support of tourism
- promotion and encouragement of economic development.



Civic Leadership

Civic Leadership is an important aspect of Local Government. It refers to the way a council sets community standards and applies good governance.

Governance is the making of decisions and the management of the community's finances and assets.

Kiama Council was established in 1859 and currently consists of nine elected Councillors. These Councillors are elected by the community every four years, with the Mayor being elected every two years by the sitting Council.

Councillors play an integral role in representing the views of their local electorate. They are responsible for development of strategic direction and long-term planning and are required to make sound financial decisions to ensure the long-term sustainability of Council. It is their role to ensure that the community's priorities are identified and objectives set to meet these needs.

The Kiama community continues to express a strong desire for Kiama Council to remain an independent and stand-alone council.

Council believes that by pursuing the objectives and strategies contained in this Plan, the community will continue to benefit from a responsive and committed Council that understands local issues.

Council believes that Civic Leadership should reflect the community's aspirations of a local government that is transparent, honest, ethical and responsible.

Kiama Council aims to actively engage with the local community on relevant issues; clearly articulate how decisions are made; and to ensure that avenues are available for community members to provide input into the decision making process.

We are committed to maintaining a sound financial position by managing our finances responsibly and ensuring that assets are maintained for the enjoyment of current and future generations. Our annual operating budget is approximately \$85 million of which 33% comes from rates income.

We also recognise our role as a significant employer and purchaser of goods within the local area and strive to foster positive relationships with current and potential local businesses. We also endeavour to promote employment opportunities with Council, including for people with a disability and Aboriginal people.

The 2016 Community Strategic Plan survey identified the following issues as being of greatest importance:

- Council acts as a community leader, remains independent and is sustainable
- Council has strong governance processes and effective leadership
- Council uses technology to be efficient and effective.

Our Objectives

To achieve our vision of Working together for a healthy, sustainable and caring community we will focus on these objectives over the next ten years.

1.0 A Healthy, Safe and Inclusive Community

2.0 Well Planned and Managed Spaces, Places and Environment

3.0 A Diverse, Thriving Economy

4.0 Responsible Civic Leadership that is Transparent, Innovative and Accessible

Objective 1: Community

1.0 A Healthy, Safe and Inclusive Community

1.1 Developing and implementing services and programs that promote social cohesion, healthy and active lifestyles for residents of all ages, abilities and interests

1.1.1 Improving the liveability of Kiama for those with diverse backgrounds and abilities

Action Code	Action	Responsible Officer Position	Performance Measure
1.1.1.1	Monitor and improve accessibility within the Municipality	Manager Community & Cultural Development	Access Committee regularly advises Council on accessibility issues, infrastructure and developments
1.1.1.2	Encourage, develop and acknowledge volunteers	Manager Community & Cultural Development	Timebanking program set up and promoted
			Annual volunteer acknowledgement event conducted
			Blue Haven volunteer program meets supply and demand within regulatory change
1.1.1.3	Support Age/Disability sector development	Manager Community & Cultural Development	Grant funding received and activity plan targets met
1.1.1.4	Maintain currency of information about the accessibility of Council's public toilets, on the National Public Toilets Register	Manager Community & Cultural Development	National Public Toilet Register is kept up to date
1.1.1.5	Assist local businesses and commercial facility owners to identify and address existing barriers to access or use of their business by people with a range of abilities.	Manager Community & Cultural Development	Include at least 2 articles in newsletters on the topic

Action Code	Action	Responsible Officer Position	Performance Measure
1.1.1.6	Work with local business networks to provide training and resource support to develop and promote Kiama as an outstanding accessible community and holiday venue for people with disability.	Manager Community & Cultural Development	3 speaker presentations undertaken.
1.1.1.7	Allocate an accessibility budget to support access resources and assistance to ensure maximum opportunity for all residents to genuinely participate in Council functions, consultations, events and activities.	Manager Community & Cultural Development	Annual budget fully expended to assist accessibility of Council's community events and communication.
1.1.1.8	Support the Dementia Friendly Kiama Project	Manager Community & Cultural Development	Activities of the Projects Action Plan are implemented, subject to funding

1.1.2 Work collaboratively with the Aboriginal community

Action Code	Action	Responsible Officer Position	Performance Measure
1.1.2.1	Undertake initiatives to engage with Aboriginal community members	Manager Community & Cultural Development	Number of events and liaison activities undertaken per year

1.1.3 Provide and promote cultural and artistic activities and programs

Action Code	Action	Responsible Officer Position	Performance Measure
1.1.3.1	Undertake activities that promote cultural diversity	Community and Cultural Development Officer	At least 2 events held
1.1.3.2	Undertake activities that support the 'Build' strategy identified in Council's BISI cultural planning document	Community and Cultural Development Officer	Funding is sought to progress the development of the new arts centre Plans are developed and finalised for a multi-function arts centre in Kiama
1.1.3.3	Undertake activities that support the 'Integrate' strategy identified in Council's BISI cultural planning document	Community and Cultural Development Officer	6 Cultural Board meetings are held each year The Music in the Park program is evaluated against contract
1.1.3.4	Undertake activities that support the 'Sustain' strategy identified in Council's BISI cultural planning document	Community and Cultural Development Officer	4 Artists Gatherings held Arts Biz Conference held bi-annually Nominations are called for the Arts Honour Roll
1.1.3.5	Undertake activities that support the 'Invest' strategy identified in Council's BISI cultural planning document	Community and Cultural Development Officer	2 new pieces of permanent, temporary or ephemeral public art are installed in the Kiama LGA 5 new artists added to 'Weave' directory Two rounds of the Kiama Cultural Grants are held and projects funded. 'Weave' directory promoted in local businesses and in tourism magazine

1.1.4 Provide a range of library resources and services that support our community in recreational and lifelong learning

Action Code	Action	Responsible Officer Position	Performance Measure
1.1.4.1	Manage Library and Family History Centre programs	Manager Library Services	Number of programs provided
1.1.4.2	Manage Library and Family History Centre customer services	Manager Library Services	Number of enquiries satisfied
1.1.4.3	Manage Library and Family History Centre loans	Manager Library Services	Number of loans processed
1.1.4.4	Manage literacy programs	Manager Library Services	Number of literacy programs provided
1.1.4.5	Manage Library and Family History Centre	Manager Library Services	Number of internet access occasions booked
1.1.4.6	Identify opportunities and implement changes to improve disability access and inclusion in facilities and services	Manager Library Services	2 plus changes completed per annum
1.1.4.7	Oversee construction of new Gerringong Library building	Director Engineering & Works	Stages of Building Construction Program completed on time and on budget
1.1.4.8	Manage Gerringong Library opening event	Manager Library Services	Number collaborative meetings with Gerringong Historical Society
			Transition plan implemented including HR, P&P and Risk

1.1.5 Facilitate sport and health related facilities and programs

Action Code	Action	Responsible Officer Position	Performance Measure
1.1.5.1	Implement a range of health and wellbeing programs for young people	Senior Youth Worker	80% of program participants report in their evaluations that they feel more confident about their wellbeing having participated in the program
1.1.5.2	Review the Kiama Health Plan and incorporate strategies into Councils Integrated Planning and Reporting (IP&R) Framework	Health Promotions Officer	Review completed with revised strategies ready for incorporation into Council's IP&R for operational year 18/19.
1.1.5.3	Implement the strategies of the Kiama Health Plan	Health Promotions Officer	<p>Minimum of 2 activities are implemented to engage and educate members of the community on healthy, affordable and sustainable food and gardening practices.</p> <p>Minimum of 2 activities are implemented to engage with and educate the community on leading an active, healthy, and sustainable lifestyle.</p> <p>Minimum of 4 activities are implemented to promote Council and community health and sustainability events, information and activities.</p> <p>New Residents Kit is updated and distributed throughout year</p>
1.1.5.4	Undertake planned program of maintenance to ensure the Leisure centre and Jamberoo pool facilities are maintained to required standards	Leisure Centre Manager	Leisure centre and Jamberoo pool programmed maintenance is completed within budget
1.1.5.5	Undertake planned program of improvements and renewal to ensure the Leisure Centre and Jamberoo pool facilities are maintained to required standards	Leisure Centre Manager	Leisure Centre and Jamberoo pool capital works are completed within budget
1.1.5.6	Ensure effective operations of Leisure centre and Jamberoo Pool to meet community needs	Leisure Centre Manager	Maintain Leisure Centre and Jamberoo pool operations with budget
1.1.5.7	Identify opportunities and implement changes to improve disability access and inclusion in facilities and services	Leisure Centre Manager	2 + changes completed per annum

1.1.6 Manage footpath and cycleway infrastructure and assets

Action Code	Action	Responsible Officer Position	Performance Measure
1.1.6.1	Manage footpath and cycleway asset renewals	Manager Works	Percentage renewal program completed
			Percentage of renewal budget expended
1.1.6.2	Manage new footpath and cycleway asset creation	Manager Works	Percentage of new asset program completed
			Percentage of new asset budget expended
1.1.6.3	Implement maintenance program for footpath and cycleway infrastructure and assets.	Manager Works	Percentage of Unscheduled Maintenance Budget expended
1.1.6.4	Consult with people with a range of disability types to establish priorities within Council's pathway management plan	Director Engineering & Works	Annual review of pathways planning invites input from Council's Access Committee
1.1.6.5	Identify and prepare cycleway funding applications	Manager Design and Development	Lodgement of applications for external grant funding for cycleways.
1.1.6.6	Process access driveway permits	Manager Design and Development	Driveway access inspections carried out within 48 hours

1.1.7 Manage recreation and open space infrastructure to cater for current and future generations

Action Code	Action	Responsible Officer Position	Performance Measure
1.1.7.1	Manage recreation and open space renewals	Manager Works	Percentage renewal program completed
			Percentage of renewal budget expended
1.1.7.2	Manage new recreation and open space asset creation	Manager Works	Percentage of new asset program completed
			Percentage of new asset budget expended
1.1.7.3	Implement maintenance program for recreation and open space infrastructure.	Manager Works	Percentage of Unscheduled Maintenance Budget expended
1.1.7.4	Improve accessibility of recreational facilities including wheelchair access to seating, shaded areas, outdoor exercise and play equipment	Manager Design and Development	Where facilities are to be upgraded or new facilities provided, the plan for these facilities are tabled at Access Committee for comment with the feedback incorporated into the 4-year work program

1.2 Planning for and assisting specific needs groups

1.2.1 Operate Blue Haven Care

Action Code	Action	Responsible Officer Position	Performance Measure
1.2.1.1	Provide support services through the Community Care Support Program to enable young people with a disability to live independently across the Shoalhaven, Kiama, Shellharbour and Wollongong LGAs.	Community Programs Manager	Meet contractual requirements of all programs – Home Maintenance, Personal Care, Social Support, Domestic Assistance and Respite
1.2.1.2	Provide support services through the Community Care Support Program to enable young people with a disability to live independently across the Shoalhaven, Kiama, Shellharbour and Wollongong LGAs.	Community Programs Manager	Meet contractual requirements of Case Management service until NDIS takes effect.
1.2.1.3	Attain recognised certification of Third Party Verification for the Community Care Support Program	Community Programs Manager	Quality standards and systems are aligned with NSW Disability Standards
			Unit costs aligned with National Disability Insurance Agency Pricing Guide
1.2.1.4	Provide grant-funded group and individual transport to targeted service users	Community Programs Manager	Meet contractual requirements to maintain community transport funding
1.2.1.5	Provide Consumer-directed Care Commonwealth Home Care Packages to eligible people across Shoalhaven, Kiama, Shellharbour and Wollongong LGAs	Community Programs Manager	100% of funded requests for all levels of HCP care accepted.
1.2.1.6	Provide services through Commonwealth Home Care Support Program to assist older people across Shoalhaven, Kiama, Shellharbour and Wollongong LGAs	Community Programs Manager	Meet contractual requirements of all programs including Home Maintenance, Personal Care, Social Support, Domestic Assistance and Respite
1.2.1.7	Oversee construction of Kiama Aged Care Centre of Excellence	Director Community Services	Stages of construction plan met
1.2.1.8	Provide residential care at Blue Haven	Director of Nursing	Compliance with aged care accreditation standards
			Manage services within budget

Action Code	Action	Responsible Officer Position	Performance Measure
1.2.1.9	Plan transition to Kiama Aged Care Centre of Excellence	Director of Nursing	Activities completed including HR, P&P, Risk and staff development

1.2.2 Operate Blue Haven Independent Living Units

Action Code	Action	Responsible Officer Position	Performance Measure
1.2.2.1	Maintain full occupancy of the Independent Living Units	Manager Project Development and ILU Operations	Reoccupation within the statutory mandatory refund period required under the Retirement Village Act.

1.2.3 Operate the Kiama Youth Centre and facilitate youth services and programs

Action Code	Action	Responsible Officer Position	Performance Measure
1.2.3.1	Develop and implement a program of events for young people	Senior Youth Worker	80% of program participants report in their evaluations that they feel more confident about themselves having participated in the program.
1.2.3.2	Provide a range of educational and recreational community development programs in conjunction with local schools	Senior Youth Worker	80% of program participants report in their evaluations that they gained valuable skills and knowledge from participating in the programs
1.2.3.3	Provide information, referral, advocacy and support for young people through the SENTRAL youth facility and online mediums	Senior Youth Worker	90% of program participants report that the support provided by the Youth Service has assisted them.

1.3 We live in a safe community

1.3.1 Provide lifeguard and beach safety services and programs

Action Code	Action	Responsible Officer Position	Performance Measure
1.3.1.1	Undertake scheduled patrol programs for Council beaches	Manager Commercial Services	Ratio of rescues conducted to preventative actions undertaken
1.3.1.2	Conduct surf awareness education programs in local primary schools	Manager Commercial Services	Annual program completed

1.3.2 Implement public health and community compliance regulations and programs

Action Code	Action	Responsible Officer Position	Performance Measure
1.3.2.1	Implement and record registration and inspection program as required by legislation i.e. Food Act and Public Health Act	Environmental Health Officer	Statutory registers maintained in accordance with relevant requirements
			Inspections conducted in accordance with relevant requirements and adopted timeframes
			Actions undertaken to support the implementation of relevant legislation
1.3.2.2	Implement and record registration and inspection program as required by legislation i.e. Local Government Act, Swimming Pool Act and Environmental Planning and Assessment Act	Manager Development Assessment	
1.3.2.3	Implement and record registration and inspection program as required by legislation i.e. Companion Animals Act, Roads Transport Act, Impounding Act, Crown Lands Act and Road Rules	Senior Ranger	
1.3.2.4	Implement and record registration and inspection program as required by legislation i.e. Roads Act	Manager Commercial Services	
1.3.2.5	Investigate public and environmental health complaints	Environmental Health Officer	Investigate all complaints within adopted timeframes

1.3.3 Undertake local community safety initiatives

Action Code	Action	Responsible Officer Position	Performance Measure
1.3.3.1	Implement Local Road Safety Action Plan	Road Safety Officer	Endorsed recommendations implemented or included In Asset Management Plan
1.3.3.2	Prepare road safety funding applications	Road Safety Officer	Lodgement of applications for external grant funding for road safety initiatives.
1.3.3.3	Implement and manage the ongoing operation of CCTV systems in public spaces identified in Council's Crime Prevention Plan	Manager Community & Cultural Development	95% compliance is achieved, identified through an independent audit conducted each council term
1.3.3.4	Review Council's Crime Prevention Plan each Council term and implement activities	Manager Community & Cultural Development	Updated Crime Prevention Plan is presented for Council endorsement
1.3.3.5	Action Local Traffic Committee recommendations	Manager Design and Development	Endorsed recommendations implemented or included In Asset Management Plan
			Meetings held monthly

Objective 2: Environment

2.0 Well Planned and Managed Spaces, Places and Environment

2.1 Maintain the separation and distinct nature of local towns, villages and agricultural land

2.1.1 Develop and implement appropriate land use plans

Action Code	Action	Responsible Officer Position	Performance Measure
2.1.1.1	Prepare catchment flood studies	Manager Design and Development	Complete the preparation of catchment flood studies identified in annual budget Schedules.
2.1.1.2	Prepare flood study funding applications	Manager Design and Development	Lodgement of applications for external grant funding for flood studies.
2.1.1.3	Review and update LEP and Kiama Urban Strategy as required.	Manager Strategic Planning	Monitoring documents updated and reviewed as required
2.1.1.4	Assess Planning Proposals against relevant State Government legislation and Council Policy.	Manager Strategic Planning	<p>Requests for Planning Proposals are reported/determined within 90 days of lodgement</p> <p>All Planning Proposals are completed within timeframe set out in Gateway Determination</p>

2.1.2 Recognise and protect our heritage

Action Code	Action	Responsible Officer Position	Performance Measure
2.1.2.1	Review development proposals to ensure they are carried out in accordance with relevant Heritage requirements	Manager Strategic Planning	Assessments carried out in accordance with adopted Protocols
2.1.2.2	Protect and maintain heritage items through LEP and DCP controls	Manager Strategic Planning	Controls clearly evident
			Review and update completed as required
2.1.2.3	Establish a Local Heritage Fund (subject to State Government assistance)	Manager Strategic Planning	Funding received and distributed to approved applicants

2.1.3 Recognise and protect our agricultural lands

Action Code	Action	Responsible Officer Position	Performance Measure
2.1.3.1	Protect and maintain productive agricultural lands through ensuring Council's statutory and policy documents contain necessary framework	Manager Strategic Planning	Relevant documents are reviewed to maintain relativity.

2.2 Our community and natural environments are adaptive, resilient and sustainable and informed of predicted climate change impacts

2.2.1 Implement adopted Coastal Management Programs and legislative requirements

Action Code	Action	Responsible Officer Position	Performance Measure
2.2.1.1	Implement actions identified within adopted Coastal Zone Management Plans in accordance with funding and resource availability	Environment Sustainability Officer	Report actions undertaken
2.2.1.2	Implement programs required as a result of the NSW Coastal Reforms process	Environment Sustainability Officer	Coastal management program submitted to Council for funding consideration

2.2.2 Protect and maintain environmentally significant natural areas

Action Code	Action	Responsible Officer Position	Performance Measure
2.2.2.1	Support and implement local Illawarra Landcare projects	Landscape Officer	Annual funding allocated.
2.2.2.2	Pursue grant funding for natural area restoration at priority sites on Council land	Environment Sustainability Officer	Number of grant applications considered and/or submitted for funding consideration

2.2.3 Ensure environmental protection compliance

Action Code	Action	Responsible Officer Position	Performance Measure
2.2.3.1	Comply with Noxious weeds Biosecurity legislation through Illawarra District Noxious Weeds Authority	Landscape Officer	100% compliance
2.2.3.2	Undertake and support on-ground activities and biodiversity education to promote and enhance natural areas	Environment Sustainability Officer	Activities undertaken in accordance with adopted program

2.3 The principles of ecologically sustainable development and compliance underpin town planning and local development

2.3.1 Conduct development and building assessment/approval functions in accordance with statutory requirements, policies and procedures

Action Code	Action	Responsible Officer Position	Performance Measure
2.3.1.1	Process Development Applications within legislative requirements and timeframes	Manager Development Assessment	Development applications are processed in accordance with adopted timeframes
			Development assessment is documented in accordance with adopted protocol
2.3.1.2	Undertake Building Inspections as Principal Certifying Authority	Manager Development Assessment	100% of requested inspections undertaken on requested day
2.3.1.3	Process Complying Development Certificates within Legislative timeframes	Manager Development Assessment	100% of Complying Development Certificates processed within 10 days
2.3.1.4	Process Construction Certificates and Occupation Certificates	Manager Development Assessment	75% of Construction Certificates processed within 10 days after provision of all relevant information
			100% of Occupation Certificates processed within 10 days of receipt of request
2.3.1.5	Undertake Caravan Parks Licensing and Inspections	Manager Development Assessment	All Caravan parks inspected annually
2.3.1.6	Process Section 149 Certificates and maintain required data base to meet statutory requirements	Manager Strategic Planning	Processing and maintenance carried out in accordance with adopted schedule
2.3.1.7	Apply and oversight application of Council's S94 plan(s)	Manager Strategic Planning	Plans monitored in accordance with adopted schedule

Action Code	Action	Responsible Officer Position	Performance Measure
2.3.1.8	Process engineering development assessment	Manager Design and Development	Engineering development referrals are completed within 14 days
2.3.1.9	Process road occupation permits	Manager Design and Development	Road Occupation permits processed within 5 days
2.3.1.10	Process Tree Management applications	Tree Management Officer	Applications processed in accordance with adopted timeframes
2.3.1.11	Conduct Tree Management inspections	Tree Management Officer	Permit and compliance inspections carried out in accordance with adopted timeframes

2.4 Effectively manage our waste and resources

2.4.1 Manage waste services

Action Code	Action	Responsible Officer Position	Performance Measure
2.4.1.1	Operate Community Recycling Centre	Manager Waste Services	Percentage of total waste tonnage diverted from landfill
2.4.1.2	Provide scheduled domestic and commercial collections for waste, recycling and organics	Manager Waste Services	100% of services comply with collection and recycling contract and service schedule

2.4.2 Undertake waste management programs

Action Code	Action	Responsible Officer Position	Performance Measure
2.4.2.1	Implement programs identified in the Regional Waste Plan	Waste Minimisation Officer	Programs implemented and assessed according to schedule
2.4.2.2	Implement programs identified in the Regional Illegal Dumping Plan	RID Compliance Officer	Programs implemented and assessed according to schedule
2.4.2.3	Implement programs identified in the Regional Litter Strategy	Senior Ranger	Programs implemented and assessed according to schedule
2.4.2.4	Produce multi-format, accessible online waste and recycling information video on Council's website main page. Format options including Easy English captions, Auslan, audio and other languages, with readability options such as colour and text size	Manager Environment and Health	Accessible online waste and recycling information video provided for inclusion on Council's website

2.5 Effectively manage our transport, drainage and other infrastructure and assets

2.5.1 Manage road infrastructure through the Road Asset Management Plan

Action Code	Action	Responsible Officer Position	Performance Measure
2.5.1.1	Implement road asset renewal program	Manager Works	Percentage of program completed
			Percentage of renewal budget expended
2.5.1.2	Implement new road asset creation	Manager Works	Percentage of program completed
			Percentage of New Asset budget expended
2.5.1.3	Implement maintenance program for roads, footpaths and cycleways	Manager Works	Percentage of Unscheduled Maintenance budget expended
2.5.1.4	Complete audit of all accessible parking places and identify improvements	Director Engineering & Works	100% completion of audit
			Audit tabled at Access Committee for comment with the feedback incorporated into the 4-year program
			Inclusion of any identified upgrades required, in 4-year program
2.5.1.5	Complete audit of all signs at bus stops to assess accessibility for people with a disability	Director Engineering & Works	Audit completed with any identified improvements included in 4-year work program

2.5.2 Manage drainage infrastructure through Drainage Asset Management Plans

Action Code	Action	Responsible Officer Position	Performance Measure
2.5.2.1	Implement drainage asset renewals	Manager Works	Percentage renewal program completed
			Percentage renewal budget expended
2.5.2.2	Implement new drainage asset creation	Manager Works	Percentage New Asset program completed
			Percentage of new asset budget expended
2.5.2.3	Implement maintenance program for drainage infrastructure	Manager Works	Percentage of Unscheduled Maintenance Budget expended
2.5.2.4	Manage drainage asset maintenance and operation including gross pollutant traps and drainage pits	Manager Works	Percentage of Unscheduled Maintenance budget expended
2.5.2.5	Preparation of Flood Studies for identified catchments	Manager Design and Development	Number scheduled studies completed

2.5.3 Manage community buildings through the Community Building Asset Management Plan

Action Code	Action	Responsible Officer Position	Performance Measure
2.5.3.1	Implement Community Buildings asset renewals	Manager Works	Percentage renewal program completed
			Percentage of renewal budget expended
2.5.3.2	Implement new Community Buildings asset creation	Manager Works	Percentage New Asset program completed
			Percentage of new asset budget expended
2.5.3.3	Implement maintenance program for community buildings	Manager Works	Percentage of Unscheduled Maintenance Budget expended
2.5.3.4	Provide public adult change facilities and ambulant assisted cubicles in each main town, which are easily accessible, well sign-posted and promoted in Council's media	Director Engineering & Works	Public adult change facilities and ambulant assisted cubicle installed at: Kevin Walsh Oval Jamberoo 2017/18; Gerringong Library 2018/19; and Kiama Harbour 2017/18
2.5.3.5	Develop a 4-year work program that identifies and measures the number of public toilets and signage on other public buildings to be replaced to improve accessibility	Director Engineering & Works	Where facilities are to be upgraded or new facilities provided, the plan for these facilities is tabled at Access Committee for comment and feedback incorporated into 4-year work program

2.5.4 Manage other assets and infrastructure through the Other Asset and Infrastructure Asset Management Plans

Action Code	Action	Responsible Officer Position	Performance Measure
2.5.4.1	Implement other assets and infrastructure asset renewals	Manager Works	Percentage renewal program completed
			Percentage of renewal budget expended
2.5.4.2	Implement new other assets and infrastructure asset creation	Manager Works	Percentage new asset program completed
			Percentage of new asset budget expended.
2.5.4.3	Implement maintenance program for other assets and infrastructure	Manager Works	Percentage of Unscheduled Maintenance Budget expended

Objective 3: Economy

3.0 A Diverse, Thriving Economy

3.1 Promote and encourage business development and economic prosperity in the local area

3.1.1 Implement the Kiama Economic Development Strategy

Action Code	Action	Responsible Officer Position	Performance Measure
3.1.1.1	Prioritise key projects in partnership with the Economic Development Committee	Manager Economic Development	Implementation of projects
3.1.1.2	Develop and review key sector strategies	Manager Economic Development	Completion of review
3.1.1.3	Ensure an adequate supply of employment lands to meet the future demands	Manager Economic Development	Completion of Demand Study
3.1.1.4	Review business processes and development strategies for improvement related to business	Manager Economic Development	Reduction of red tape and streamlining the process

3.1.2 Develop opportunities to increase the economic output of rural land

Action Code	Action	Responsible Officer Position	Performance Measure
3.1.2.1	Develop Agribusiness Policy	Manager Economic Development	Completion of the policy
3.1.2.2	Develop ongoing professional training and development for the Agribusiness sector	Manager Economic Development	Network established
3.1.2.3	Participate in review of LEP to facilitate rural diversification	Manager Economic Development	Redeveloped LEP better facilitates rural diversification

3.1.3 Encourage business innovation, creativity and diversification opportunities

Action Code	Action	Responsible Officer Position	Performance Measure
3.1.3.1	Conduct forums and programs that support Economic Development via the Kiama Small Business Forum	Manager Economic Development	Increased participation of businesses in events
3.1.3.2	Work with local business networks to provide training and resource support to develop and promote Kiama as an outstanding accessible community and holiday venue for people with a disability	Manager Economic Development	Speaker presentations undertaken
3.1.3.3	Encourage local businesses to enter Tourism Awards recognising disability inclusion and promote accordingly	Manager Economic Development	Relevant articles in newsletters
3.1.3.4	Develop and promote Kiama's economic and employment opportunities	Manager Economic Development	Number activities undertaken

3.2 Recognise and support Council as a significant purchaser in the local area

3.2.1 Procurement protocols encourage local and regional business engagement

Action Code	Action	Responsible Officer Position	Performance Measure
3.2.1.1	Monitor and implement procurement policy	Manager Depot Operations	4 new services via social procurement
			6 new regional tenders via IPJO

3.3 Promote and support tourism in the local area

3.3.1 Management of Kiama Coast Holiday Parks as viable business entities

Action Code	Action	Responsible Officer Position	Performance Measure
3.3.1.1	Operate Kiama Coast Holiday Parks as a financially sustainable, quality accommodation provider	Holiday Parks Coordinator	Net financial returns of Kiama Coast Holiday Parks budget achieved.
			Facilities and operations audited and maintenance completed within budget and on time
			Marketing and industry liaison plan implemented
3.3.1.2	Meet all legislative and accreditation requirements	Holiday Parks Coordinator	Licensing and accreditation currency maintained.
3.3.1.3	Implement Kiama Coast Holiday Parks Masterplan	Holiday Parks Coordinator	Annual capital works and renewals completed within budget and timeframe
3.3.1.4	Identify opportunities and implement changes to improve disability access and inclusion in facilities and services	Holiday Parks Coordinator	Changes completed

3.3.2 Maximise the tourism economy through the promotion of the Kiama Municipality as a destination and the provision of product options and experiences for all visitors

Action Code	Action	Responsible Officer Position	Performance Measure
3.3.2.1	Review and implement the Strategic Tourism Plan	Manager Tourism & Events	Strategic Tourism Plan reviewed and adopted
			Strategic Tourism Plan outcomes achieved
3.3.2.2	Actively pursue the attraction of events to Kiama LGA which promote visitation, overnight stays and provides economic benefit for the tourism economy	Manager Tourism & Events	Increase in annual events held
			Develop a Sponsorship Prospectus
			Develop an Event Management Process and Package
3.3.2.3	Operate the Visitors Information Centre to provide high level visitor services seven days per week	Manager Tourism & Events	Maintain at least Level 1 Accreditation
			Increase range of services offered
			Maintain visitor numbers
3.3.2.4	Work with local tourism businesses to address existing access barriers for potential customers and users with a disability	Manager Tourism & Events	Accessibility presentation undertaken for tourism operators

3.3.3 Promote and manage activities and functions at The Pavilion Kiama

Action Code	Action	Responsible Officer Position	Performance Measure
3.3.3.1	Pursue opportunities to increase number of events hosted at The Pavilion Kiama	Event & Conference Marketing Coordinator	Increase number of events
3.3.3.2	Implement the provisions of the Disability Inclusion Plan for The Pavilion Kiama	Event & Conference Marketing Coordinator	Number of changes implemented

Objective 4: Civic Leadership

4.0 Responsible Civic Leadership that is transparent, innovative and accessible

4.1 Council is financially sustainable

4.1.1 Meeting and reporting against IPART/Fit for the future benchmarks

Action Code	Action	Responsible Officer Position	Performance Measure
4.1.1.1	Maintain financial sustainability	General Manager	Council meets the seven 'Fit for the Future' financial health and sustainability ratios
4.1.1.2	Implement financial ledger restructure	Chief Financial Officer	Successful implementation
4.1.1.3	Implement Accounts Payable workflow	Chief Financial Officer	Time and cost efficiencies
4.1.1.4	Implement adopted actions from Council Improvement Program including an application for a Special Rate Variation of 6% (including rate pegging) for three successive years from 2018/19 with the income being retained permanently.	Director Corporate, Commercial and Community Services	Implementation of all actions detailed in the adopted Council Improvement Program

4.1.2 Identify opportunities to diversify and maximise funding sources

Action Code	Action	Responsible Officer Position	Performance Measure
4.1.2.1	Maximise return from commercial operations	Manager Commercial Services	Returns from commercial operations exceeds budget
4.1.2.2	Comply with all legislative requirements	Chief Financial Officer	All requirements met
4.1.2.3	Maximise interest return from investments	Chief Financial Officer	Interest rates exceed benchmarks while meeting investment guidelines
4.1.2.4	Review fees and charges annually	Chief Financial Officer	Fees and charges other than those subject to legislation or community obligations at least meet Council's expense

4.2 Council embraces good governance and better practice strategies

4.2.1 Manage effective risk framework across council

Action Code	Action	Responsible Officer Position	Performance Measure
4.2.1.1	Provide timely, comprehensive advice on proposed corporate policy and legislative change.	Corporate Planner/Public Officer	100% proposed changes reviewed and reported
4.2.1.2	Maintain legislated corporate reporting requirements including PID, GIPA, Complaints Register, Publication Guide, Code of Conduct	Corporate Planner/Public Officer	100% compliance
4.2.1.3	Review, coordinate and implement the Risk Management program of works	Risk Coordinator	Planned program of work delivered within agreed timeframe
4.2.1.4	Review, coordinate and implement the Work Health and Safety program of works	Risk Coordinator	Planned program of work delivered within agreed timeframe
4.2.1.5	Review, coordinate and implement the Injury Management program of works	Risk Coordinator	Planned program of work delivered within agreed timeframe
4.2.1.6	Review, coordinate and implement the Enterprise Risk Management framework	Risk Coordinator	Planned program of work delivered within agreed timeframe
4.2.1.7	Implement continuous improvement for risk management	Risk Coordinator	External audit completed for ISO31000 Standards
4.2.1.8	Enact corporate risk management strategies	Director Finance, Corporate and Commercial Services	CRIP audit report recommendations implemented
4.2.1.9	Establish and maintain Internal Audit Committee	General Manager	Internal Audit Committee meets at least quarterly and reviews implementation of risk management strategies and actions.

4.2.2 Manage an effective workforce in an environment of continuous improvement

Action Code	Action	Responsible Officer Position	Performance Measure
4.2.2.1	Develop, review and implement the Human Resource Management program of works	Manager Human Resources	Planned program of work delivered within agreed timeframe
4.2.2.2	Develop, review and implement the Organisational Development program of works	Organisation Development Coordinator	Planned program of work delivered within agreed timeframe
4.2.2.3	Coordinate regular disability inclusion awareness training for all Councillors, staff and contractors who interact with the public	Organisation Development Coordinator	Training completed
4.2.2.4	Revise Council's recruitment practices to ensure that access and equity principles are actively and consistently implemented	Human Resources Coordinator	Revised recruitment protocol submitted for endorsement to MANEX
4.2.2.5	Develop and promote supported employment placements for people with a disability to develop work skills in Council operations and services	Human Resources Coordinator	Supported employment placement protocol for people with a disability is endorsed by MANEX

4.2.3 Council, the Illawarra Pilot Joint Organisation and our neighbour councils working together

Action Code	Action	Responsible Officer Position	Performance Measure
4.2.3.1	Initiate and support collaboration through IPJO to advance Council and regional strategic objectives	General Manager	New joint activities and procedures established for mutual benefit of IPJO stakeholders

4.2.4 Develop strategic partnerships with regional and other organisations to advance local community priorities

Action Code	Action	Responsible Officer Position	Performance Measure
4.2.4.1	Initiate and support partnerships at regional level to advance Council's strategic objectives	General Manager	All approved partnerships are implemented
4.2.4.2	Advocate for provision of improved and accessible public transport within and between towns	General Manager	Advocacy undertaken with key stakeholders

4.3 Council and the community working together

4.3.1 Foster positive community relationships through open communication, opportunities for participation and sharing of information

Action Code	Action	Responsible Officer Position	Performance Measure
4.3.1.1	Council's website meets legal requirements, industry standards and facilitates effective engagement for community and staff	Corporate Planner/Public Officer	Annual website review of compliance, quality and useability undertaken
4.3.1.2	Council's social media sites are coordinated for content compliance with Social Media Protocol and Style Guide	Corporate Planner/Public Officer	100% Council social media sites reviewed
4.3.1.3	Council's intranet is reviewed and improved to meet legal requirements, industry standards and facilitates business efficiency for staff	Corporate Planner/Public Officer	Annual review of Council's intranet for compliance, quality and useability
4.3.1.4	Coordinate Council's media functions and provide timely responses to enquiries/requests	Corporate Planner/Public Officer	Media enquiries response complies with Council's Communications Protocol
4.3.1.5	Promote availability of more accessible Council information and events	Corporate Planner/Public Officer	Inventory of access gaps and budgeted improvement strategies completed
4.3.1.6	Council's Community Engagement Strategy is revised to ensure a range of accessible participation options are included.	Corporate Planner/Public Officer	Training programs for Councillors and staff conducted on accessible Community Engagement Strategy.
4.3.1.7	Council's events and consultation procedures revised to ensure suitable transport, access facilities and services are included.	Corporate Planner/Public Officer	Accessible Consultation and Events policy and protocol developed and implemented.
4.3.1.8	Terms of Reference, operations and accessibility of Council's committees reviewed to ensure equal participation opportunity for residents with a disability	Corporate Planner/Public Officer	Revision of Council's Committee Terms of Reference complete and implemented
4.3.1.9	Revise Council's website to WCAG 2.0 standard	Corporate Planner/Public Officer	Website assessed and improvement plan completed

Action Code	Action	Responsible Officer Position	Performance Measure
4.3.1.10	Provide easy read versions of Council's forms and information documents to effectively respond to enquiries	Corporate Planner/Public Officer	Priority items identified and format adaption program implemented for Plain English, easy read and low vision readability versions.
4.3.1.11	Distribute information of Council activities and policies on a regular basis through a range of media	Corporate Planner/Public Officer	<p>Quarterly newsletter to residents distributed electronically and in hard copy</p> <p>Community Engagement Strategy is met</p> <p>Public notices and regular notifications placed in local newspapers and on Council's website</p>

Income and Expenditure 2017-18

Overview

Council's revenue and accounting policies are kept in accordance with the Australian Accounting Standards Board. Council abides by the:

- *Local Government Act (1993)*
- Local Government (General Regulation 2005)
- Local Government Code of Accounting Practice and Financial Reporting.

Income and expenditure estimates 2017-18

Our Delivery Program and Operational Plan include

Council's predicted expenses and revenues. Council prepares its budget with the objectives of:

- meeting Council's policies and procedures
- maximising income from all existing sources in line with Council's policies
- providing works and services at sustainable levels
- achieving economy of operation
- achieving further self-funding opportunities where appropriate.

The 2017-18 estimates are prepared as a balanced budget excluding depreciation.

All Councils continue to face increasing difficulty in being able to retain the current service levels they provide to the community.

This is due to the combination of a decline in government grants in real terms, state government rate pegging legislation that has seen rating revenue fall below the inflation level for the past decade, cost shifting to local government by other levels of government, and increasing cost of materials and contracts.

We continue to review service levels in line with budget constraints. Council aims to continue to provide a high level of service, however the above factors may result in reduced service levels in some areas in the future.

Council's Waste Business Unit will continue to operate our waste management services

Revenue policy for ordinary rates to be levied

Council will continue to levy base charges (introduced in 1994-95) to residential and farmland categories. Council calculates rates by:

rate bill = base rate +

(land value x ad valorem amount)

The Business–Ordinary category will once again be totally based on land value.

A maximum pension rebate of \$250 per year (subject to Ministerial approval) will be applied to properties where person(s) meet eligible pensioner criteria.

The Independent Pricing and Regulatory Tribunal has set the rate peg increase at 1.5%.

Council's draft rating policy is as follows:

WITH RATE VARIATION OF 1.5%

Category	Sub-category	Ad valorem	\$	Base Amount		Total rate yield \$
				Base amount yield % of category	Base amount yield	
Residential	-	0.0017	702.00	49.47	6,546,234.24	13,250,053
Residential	Rural Residential	0.0019	702.00	25.92	91,260.00	352,055.3
Farmland	-	0.001249	702.00	28.60	164,268.00	574,414.8
Business	Commercial / Industrial	0.004791	702.00 minimum applies	Nil	Nil	1,200,729
Business	Ordinary	0.003438	Nil	Nil	Nil	44,565.73

Categorisation of land

In accordance with Section 514 of the *Local Government Act 1993* each parcel of land within our municipality is categorised for rating purposes and all categories are now declared as at 30 June 2016.

Valuations | Base date 1/7/2017

The rates levied in the 2017-18 year are based on total land values of \$4,649,383,419. The base date is from July 2016 and is determined by the Valuer General's Department.

Statement of rating categorisation

Residential

Base amount applied to all parcels of land \$702.00 (49.47%)

Ad valorem rate of 0.0017 cents in the dollar on a rateable value of \$3,943,423,237 including mixed development properties will be applied.

Estimated yield \$13,250,053.74

No minimum rates apply

Rural Residential

Base amount applied to all parcels of land: \$702.00 (25.92%)

An ad valorem rate of 0.0017 cents in the dollar on a rateable value of \$137,260,712 will be applied.

Estimated yield \$352,055

No minimum rates apply

Farmland

Base amount applied to all parcels of land \$702.00 (28.60%)

Ad valorem rate of 0.001249 cents in the dollar on a rateable value of \$328,380,200 will be applied

Estimated yield \$574,415

No minimum rates apply

Business—Ordinary

Ad valorem rate of 0.003438 cents in the dollar only on a rateable value of \$12,962,690 will be applied.

Estimated yield \$44,565.73

No minimum rates apply.

Business—Commercial/Industrial

Ad valorem rate of 0.004791 cents in the dollar on a rateable value of \$227,356,580 including mixed development properties will be applied.

Minimum rate for properties \$702.00

with a land value under \$145,538.

Interest on rates and charges

Each year the Office of Local Government advises and sets the maximum interest rate that Councils can apply to overdue rates and charges. The 2017-18 interest rate is 8%.

Revenue policy for charges proposed to be levied

Council is authorised under the Local Government Act 1993 to apply a charge for the various services it provides. Council proposes the following charges for 2017-18.

Domestic Waste Management Charge

Council proposes to levy an annual Domestic Waste Management Charge for providing domestic waste management services to properties located in the municipality's urban areas that are categorised as residential or rural/rural residential premises located along designated waste collection routes.

The Domestic Waste Management Charge is based on the size of garbage bin selected by the property owner. However, where premises are used as Short Term Rental Accommodation (STRA) the largest garbage bin size (240 litre) service must be provided as a minimum.

A separate Domestic Waste Management Charge will be charged to each property, unit, flat or dwelling within residential properties that use shared bins, such as multi-dwelling housing, seniors housing, shop top housing, and residential flat building.

Council determines its annual Domestic Waste Management Charge and Rural Collection Service Charge by considering all reasonable costs it expects to incur.

Costs include:

- garbage, garden and food organics and recycling collection and processing fees
- Kerbside Clean-up and Bulky Waste Drop-Off services
- ongoing waste depot rehabilitation works
- future waste transfer and facilities
- waste disposal costs
- NSW Government's Section 88 Waste Levy charged to Council.

There will be a 3% increase to the Kiama Municipality's Domestic Waste Management Charge in 2017-18.

Shellharbour Council's tipping fees are expected to increase 3.1% from \$355 per tonne (GST inclusive).

These tipping fees include the state government's Section 88 Waste Levy payment of \$139.80 per tonne (paid to the NSW Environmental Protection Authority) and operating costs of \$226.20 per tonne paid to Shellharbour Council.

8,843 waste services will be provided to urban premises in 2017-18. Approximately 280 vacant land properties will be subject to the Vacant Land Waste Charge.

The estimated income from Council's Domestic Waste Management Charges will be approximately \$5,224,700.

Collection frequency

The type of collection service and frequency will be a fortnightly garbage service, a weekly recycling service and a weekly garden waste/ food organics service.

Special collection services arrangement will be made for premises that use shared bins or where special home medical treatments occur and subject to application and approval.

The service day and frequency of the collection may be different for residential properties that use shared bins, such as multi-dwelling housing, seniors housing, shop top housing, and residential flat building.

Our Garden Waste or Garden Waste/Food Organics collection service is also available to these types of premises.

One kerbside clean up and one household bulky waste drop-off service will apply to all urban zones.

Short Term Rental Accommodation (STRA)

For premises used as STRA for holiday purposes.

As a minimum requirement, urban residential STRA must be in receipt of (and charged the applicable domestic waste management charge for) the equivalent of the largest size urban residential waste service. The annual charge is \$730.55.

The service consists of a 240 litre garbage bin (serviced fortnightly), 240 litre recycling bin (serviced weekly), 240 litre garden waste and food organics bin (serviced weekly), one kerbside clean up service and one household bulky waste drop off.

In the case of multi-unit developments with limited storage space, shared garbage, recycling and organics bin may be made available by Council.

If the waste generated by the STRA exceeds the capacity and collection frequency of this service, the following options are available:

- Order an additional fortnightly 240 litre all-red bin. An additional annual domestic waste management charge and initial bin purchase will be required.
- Order additional weekly garden waste/ food organics service.
- Engage a waste contractor to remove excess waste from the property as required.

URBAN AREA SERVICES	
Services applying to urban collection zones	Annual charge
<ul style="list-style-type: none"> Fortnightly garbage 240 litre bin Weekly recycling 240 litre bin Weekly garden waste/food organics 240 litre bin* One Kerbside Clean-up Service • One Household Bulky Waste Drop-off 	\$730.55
<ul style="list-style-type: none"> Fortnightly garbage 140 litre bin Weekly recycling 240 litre bin Weekly garden waste/food organics 240 litre bin* One Kerbside Clean-up Service • One Household Bulky Waste Drop-off 	\$544.45
<ul style="list-style-type: none"> Fortnightly garbage 80 litre bin Weekly recycling 240 litre bin Weekly garden waste/food organics 240 litre bin One Kerbside Clean-up Service • One Household Bulky Waste Drop-off 	\$519.70
<ul style="list-style-type: none"> Weekly garbage 240 litre bin 	\$1,317.55

* Subject to application and approval, an 80 litre or 140 litre bin can be provided for multi-unit dwellings only. No charges apply for the supply and delivery of these replacement bins, when the exchange of bins has taken place.

Special medical needs waste collection charge (subject to application and approval)			
Annual charge	80 litre	140 litre	240 litre
	\$519.70	\$544.85	\$730.55
Households with special home medical treatments may apply for a weekly garbage service.			
<ul style="list-style-type: none"> Includes recycling and garden/food organic services applicable to household Waste Zone One kerbside clean-up service One household bulky waste drop-off 			

Other domestic waste management charges	
	Annual charge
• Vacant Land Waste Charge	\$60.00
• Additional recycling 240 litre bin	\$92.70
• Additional garden waste /food organics 240 litre bin (plus additional bin purchase charge)	\$92.70
• Additional 240 litre garbage bin serviced fortnightly. Must have existing 240l waste service. (Plus additional bin purchase charge).	\$268.00

All 10 waste zones in urban areas receive OK Organics Kiama collection service.

Households have embraced the OK Organics Kiama service and this has resulted in a 40% decrease in waste being sent to landfill, based upon previous disposal tonnage data.

The total recycling and resource rate is currently 75%.

The organics collected are now being processed on a contract basis by Soilco Pty Ltd, at a new, state of the art local composting facility.

The compost and recycled organics products produced from this facility comply with the required Australian Standards. This will reduce the amount of waste going to landfill and disposal costs and will also result in better environmental outcomes.

We acknowledge that certain premises and occupants may not require a large 240 litre organics or recycling bin. On application and approval, a smaller 80 litre or 140 litre bin can be provided. No charges for the supply and delivery of these replacement bins apply when the exchange of bins has taken place.

Contamination of bins and inspections

To comply with Council's recycling and food and garden organics collection and processing contracts, bin inspections are conducted at random to assess contamination levels and prohibited materials. If contamination is present it may mean that the organics and recyclable materials

Fact sheet 'OK Organics Kiama Bin Contamination' on our website has more information on prohibited and hazardous materials that cannot be placed in organics, recycling or garbage bins. Information is also provided on what action will be taken by Council when non-compliance occurs. This includes bins not being collected until the non-compliant materials are removed.

Changing bin size

No administration charge will apply for downsizing a garbage, recycling and or food and garden organics bin from a 240 litre to either a 140 litre or 80 litre bin.

A \$35 administration and delivery fee will apply when increasing a garbage bin to either a 140 or 240 litre bin. No administration charge will apply if a second-hand bin is able to be provided when upsizing. Bins to be replaced must be collected and returned to Council.

New developments | Damaged/stolen bins

Separate charges apply for the supply and delivery of new or replacement garbage/recycling/food and garden organics bins to new premises:

- 360 litre bin \$117.00
- 240 litre bin \$82.00
- 140 litre bin \$76.00
- 80 litre bin \$70.00

The property owner of a new development is responsible for paying the charges for all new bins, except where shared bins are approved.

The body corporate or community manager is responsible for paying the charges for all new or replacement bins in developments such as multi-unit housing, seniors living or community title developments.

Bins, lids, or wheels damaged or broken due to normal servicing activities will be replaced (new or used) at no cost. Stolen or vandalised bins will be replaced. If replacement bin(s) are new, the above charges apply.

Urban Area Non-residential Properties

Multi-storey tourist accommodation

The following charges will apply to premises that are zoned or defined as multi-storey tourist accommodation.

Different charges apply to residential premises that are used as Short Term Rental Accommodation (STRA) for holiday purposes.

Annual charge	
<ul style="list-style-type: none"> • Weekly garbage 80 litre bin • Fortnightly recycling 240 litre bin* (suitable for a one bedroom apartment/unit) 	\$457.00
<ul style="list-style-type: none"> • Weekly garbage 140 litre bin • Fortnightly recycling 240 litre bin* (suitable for a two bedroom tourist apartment/unit) 	\$481.00
<ul style="list-style-type: none"> • Weekly garbage 240 litre bin • Fortnightly recycling 240 litre bin* (suitable for three bedroom tourist apartment/unit) 	\$694.00

*No food waste and garden organics collection service, Kerbside Clean Up Service or Household Bulky Waste Drop-off provided. Additional garbage and recycling services can be provided subject to applicable charges.

Commercial garbage, recycling and food organics

Annual charge	
<ul style="list-style-type: none"> Weekly garbage 240 litre bin Weekly recycling 240 litre bin Weekly food, garden organics 240 litre bin* 	\$711.00
<ul style="list-style-type: none"> Weekly garbage 240 litre bin Fortnightly recycling 240 litre bin Weekly food and garden organics 240 litre bin* 	\$647.00

*The weekly garden and food organics service is only available to childcare centres, pre-schools, churches, neighbourhood and community centres, rural fire and emergency services premises or other similar facilities upon request and approval.

(a) Each additional garbage or recycling service:

- 240 litre bin \$13.30 per service

Note: If a GST Australian Tax Office ruling applies in the future, GST will be added to the above charges.

Commercial recyclable materials collection (per service)

Paper/cardboard and/or co-mingled recycling (GST inclusive)

- 1100 litre container \$21.00

Glass, aluminium, steel, PET, HDPE, etc (GST inclusive)

- 240 litre bin \$10.00
- 360 litre bin \$15.00

Food organics only

Subject to a service being provided by Council, a food organics (only) collection service may be available to commercial food premises, holiday parks and aged care facilities.

The weekly service charge (GST inclusive) applies:

- 1 x 240 litre bin \$25.30
- 3 x 240 litre bins \$50.60
- 4 x 240 litre bins \$67.50
- 6 x 240 litre bins \$101.20

Special events and casual hire charges

Waste services may be hired for special events or on a casual basis. Charges (GST included) include bin hire and servicing, delivery, collection and cleaning, tip or processing fees.

The following services are not included in rural collections:

- kerbside clean up
- OK Organics Kiama
- Weekly recycling.

Onsite sewage management facilities

Approximately 940 onsite sewage management facilities are located in the Kiama Local Government Area. Under the Local Government Act 1993 these facilities are required to be classified as either high or low risk.

High risk sites are inspected annually. A charge of \$150.00 per annum applies.

Low risk sites are inspected a minimum of every four years. An annual charge of \$40.00 (\$160.00 total) applies.

• 240 litre bin garbage bin	\$19.50
• 360 litre bin garbage bin*	\$29.00
• 240 litre bin recycling bin	\$19.50
• 360 litre bin recycling bin *	\$29.00
• 240 litre bin food organics bin*	\$19.50
• 360 litre bin food organics*	\$29.00
• Delivery and collection costs for 240 or 360 litre bin (per bin)	\$4.70
• 1100 litre container cardboard or paper or mixed recycling container	\$46.85
• Delivery and collection costs for 1100 litre container*	\$46.85
○ *If delivered along with 240 litre bins [per container]	\$28.55
• Bin cleaning (per bin)	\$4.70
• Container cleaning (per container)	\$16.50

* subject to implementation of OK Organics Kiama service.

Rural Collection Service

Council proposes to levy an annual charge for providing fortnightly garbage and recycling collection services to premises in rural areas upon request.

Annual charge	
<ul style="list-style-type: none"> • Fortnightly garbage • Fortnightly recycling • One Household Bulky Waste Drop-Off 	\$425.00

* Additional charges apply for the purchase of bins if needed

Revenue policy for fees proposed to be charged

Under Section 608 of the *Local Government Act 1993*, Council may charge and recover an approved fee for its services. Fee for service charges may not be placed on services provided (or proposed to be provided) annually for which Council is authorised or required to charge an annual fee.

Services where an approved fee may be charged include:

- supplying a service, product or commodity
- giving information
- providing a service related to Council's regulatory functions including receiving an application for approval, granting an approval, conducting an inspection and issuing a certificate
- allowing admission to any building or enclosure.

Pricing policy for proposed fees

Council must consider the following when establishing approved fees:

- the cost of provision of the service
- recommended prices suggested by outside bodies
- the importance of the service
- legislation that regulates certain fees
- Goods and Services Tax legislation.

Proposed charges for works on private land

Council may carry out lawful work of any kind on private land, with the agreement of the owner or occupier of that land. Charges for private works are:

External plant hire	Reviewed annually based on a commercial rate of return on capital invested
Additional labour	Actual cost plus 36.9% for overheads
Stores and materials	Actual cost plus 25% for overheads
Administration	10% of the total costs of the works

Proposed loan borrowings

Council is proposing to borrow new funds of up to \$32.5M for the Blue Haven Kiama Centre of Excellence in Aged Care and the Gerringong School of Arts Museum and Library Project.

Stormwater Management Service Charge

The Local Government Act 1993 was amended in 2005 to allow Councils to levy a stormwater management service charge (SMSC). This change was made in recognition of councils' needs for sustainable funding to support their key role in stormwater management.

Land within an urban area (a city, town or village) that is in the residential and business categories for rating purposes, except vacant land, will be charged the stormwater management levy. This charge can only be levied when a council provides additional or a higher level of stormwater management service.

There are no pensioner rebates offered for the annual stormwater management services charge.

What is stormwater management?

For the purpose of the new annual stormwater management services charge, stormwater management is defined as the management of the quality and quantity of stormwater that flows off a parcel of privately owned, developed urban land.

Stormwater Management Service Charge (SMSC)	
Annual charge	
• Residential property	\$25
• Residential strata units	\$12.50/unit
• Business properties	\$25/350m ² (or part thereof)
• Business strata lots	\$25/350m ² (or part thereof) divided on a pro-rata basis between the lots)

2017-18 Income Statement

	Draft budget 2017-18 \$('000)
Operating revenues	
Rates and annual charges	21,140
User charges and fees	16,856
Interest	1,734
Other revenues	2,011
Grants and contributions provided for operational purchases	12,756
Grants and contributions provided for capital purposes	2,932
Net gain/(loss) on disposal of assets	3,807
Total operating revenues	61,235
Operating expenses	
Employee costs	24,510
Interest charges	195
Materials and contracts	18,926
Depreciation	6,448
Other expenses	3,625
Total operating expenses	53,704
Net operating result for the year (deficit)/surplus	7,531
Net operating result before capital items (deficit)/surplus	4,599
Summary	
Net operating result for the year (deficit)/surplus	7,531
add back depreciation	6,448
sub total	13,979
Balance sheet items	
Less capital purchases	45,361
Less principal debt servicing	814
Plus asset held for resale proceeds	-
Loan funds utilised	32,500
Less cash and investments (net transfers from restricted assets)	303
TOTAL	0

Capital New Program 2017-18

CAPITAL NEW PROJECTS	ESTIMATED COST	REVENUE	SECT 94 RECOUP	SECT 94	GRANT	LOANS	RESERVES
Arthur Campbell Reserve Gerringong Improvements	20,000	20,000					
Council Admin Building-Upgrade Stage 1	200,000	200,000					
Gerringong Library & Museum- Upgrade	2,755,000	2,755,000					
Cnr Churchill & Chapel Streets Jamberoo- Drainage reconstruction	40,000	40,000					
Blackwood Street- Rowllins Rd to Mick Cronin Oval entrance	22,600	22,600					
Bland Street- Old Saddleback Road to Greyleigh Drive	2,500	2,500					
Boanyo Avenue- Gwinganna Ave to Coastal Walking Track	43,400	43,400					
Hillingdon Crescent- To Existing Stairs	3,500	3,500					
Terralong Street- Widen Footpath adj to Blue Haven Village	17,300	17,300					
Terralong Street (north side)- Brown Street to Colley Drive	16,000	16,000					
Charles/Oxley Avenue, Kiama Downs- Pedestrian Refuge Crossing	27,500	27,500					
Hyams Creek Jamberoo- Construct pedestrian bridge	191,000	191,000					

CAPITAL NEW PROJECTS	ESTIMATED COST	REVENUE	SECT 94 RECOUP	SECT 94	GRANT	LOANS	RESERVES
Jamberoo Mtn Rd/Kangaroo Valley Entrance- Stone Wall and Entrance Sign	20,000	20,000					
Meehan Drive (East)-LATM/Linemarking	40,000	40,000					
Shoalhaven/Bong Bong Streets- Pedestrian Access Management Plan	10,000	10,000					
Ambulance Station Kiama- Car Park	100,000	100,000					
Bonaira Oval, Kiama- Construct Sealed Parking Area & Drainage	25,000	25,000					
Kiama Tennis Club- Car Park	25,000	25,000					
Bombo Headland & Quarry POM- Masterplan	50,000	50,000					
Fern/Noble Streets, Gerringong- Landscaping & Improvements	180,000	180,000					
Jamberoo Valley Cycleway - Planning survey	20,000	20,000					
Kiama Memorial Arch Improvements- Eastern platform & power supply Comm Ctr to arch	35,000	35,000					
Kiama/Gerringong Cemeteries- Memorial Gardens Extension for Ash Burial	35,000	35,000					

CAPITAL NEW PROJECTS	ESTIMATED COST	REVENUE	SECT 94 RECOUP	SECT 94	GRANT	LOANS	RESERVES
Minnamurra River Catchment 17/18- Study	20,000	20,000					
Street & Reserve Furniture 17/18- Charles Avenue Seating - between school & Carson Pl	6,000	6,000					
Street & Reserve Furniture 17/18- Gerroa and Werri Headlands Off Leash Area Seating	2,000	2,000					
Street & Reserve Furniture 17/18- Additional seating to be determined	3,147	3,147					
Water Bubblers Station- Lloyd Rees Reserve Werri Beach	3,500	3,500					
Water Bubblers Station- Little Blowhole Kiama	4,000	4,000					
Water Bubblers Station- Coronation Park	5,200	5,200					
Water Bubblers Station- Black Beach Kiama	6,200	6,200					
Water Bubblers Station- Old School Park Fern Street	8,200	8,200					
Street Lighting 17/18- Gainsborough (lighting behind shops)	25,000	25,000					
KACCOE - Construction	22,493,000	425,861		1,230,945	2,000,000	18,836,194	

CAPITAL NEW PROJECTS	ESTIMATED COST	REVENUE	SECT 94 RECOUP	SECT 94	GRANT	LOANS	RESERVES
retaining wall	100,000	100,000					
Holiday Park Upgrade	575,000					575,000	
shade sail over Kangaroo Jumper	45,000	45,000					
Outdoor Gym equipment	20,000	20,000					
Gymnastics Airtrack	3,000	3,000					
First aid room extension	10,000	10,000					
LED fairy lights in Norfolk room ceiling	5,000	5,000					
Transfer trailer	250,000	250,000					
capital purchases	50,000	50,000					
240L Bins	55,000	55,000					
Murf Improvements	50,000	50,000					
EPA requirements - groundwater remediation	60,000						60,000
Spring Creek Development	6,374,279						6,374,279
	34,257,026	5,180,608	-	1,230,945	2,000,000	19,411,194	6,434,279

Capital Renewal Program 2017-18

CAPITAL RENEWAL PROJECTS	ESTIMATED COST	REVENUE	SECT 94 RECOUP	SECT 94	GRANT	LOANS	RESERVES
Vehicle Replacements	674,000	674,000					
Lifeguard - Plant & Equipment	14,360	14,360					
PC Upgrades	115,000	115,000					
Voip Upgrade	350,000	350,000					
Councillor Equipment Refresh	15,000	15,000					
Server Storage Refresh	135,000	135,000					
Server Host Refresh	100,000	100,000					
Books	85,000	85,000					
KSLSC Rescue Building - Roof	40,000	40,000					
Gerringong Historical Society/School of Arts Hall	695,000	695,000					
Pavilion - Internal Finishes	75,000	75,000					
Leisure Centre - Internal Finishes	40,000	40,000					
KMC Administration Centre	300,000	300,000					
Land & Buildings Asset Class LED Lighting	40,119	40,119					
Land & Buildings Asset Class Buildings	303,081	303,081					

CAPITAL RENEWAL PROJECTS	ESTIMATED COST	REVENUE	SECT 94 RECOUP	SECT 94	GRANT	LOANS	RESERVES
North Street Reserve - Amenities (Female)	51,250	51,250					
Stormwater Assets	200,000	200,000					
Ruth Devenney Reserve - Footpath	5,409	5,409					
Transport	75,000	75,000					
Allambie Crescent - Reseal	17,717	17,717					
Allowrie St Carpark - Reseal	5,574	5,574					
Barney St Quarry - Reseal	4,907	4,907					
Bass Street - Reseal	19,387	19,387					
Beach Street - Reseal	17,832	17,832					
Beattie Street - Reseal	51,346	51,346					
Belinda Street - Reseal	13,513	13,513					
Belvedere Street - Reseal	30,807	30,807					
Bland Place - Reseal	8,568	8,568					
Boyd Street - Reseal	23,437	23,437					
Brighton Street - Reseal	26,200	26,200					
Burra Street - Reseal	19,598	19,598					

CAPITAL RENEWAL PROJECTS	ESTIMATED COST	REVENUE	SECT 94 RECOUP	SECT 94	GRANT	LOANS	RESERVES
Bush Bank - Reseal	3,608	3,608					
Cathedral Rocks Avenue - Reseal	86,414	86,414					
Coal Street - Reseal	23,417	23,417					
Collins Lane - Reseal	4,434	4,434					
Commissioner's Lane - Reseal	18,535	18,535					
Coryule Place - Reseal	10,868	10,868					
Craig Place - Reseal	5,674	5,674					
Curramore Road - Reseal	27,764	27,764					
Devonshire Street - Reseal	6,661	6,661					
Farmer Street - Reseal	26,412	26,412					
Figtree Lane - Reseal	13,820	13,820					
Fitzroy Street - Reseal	5,854	5,854					
Flinders Avenue - Reseal	45,798	45,798					
Gipps Street - Reseal	9,660	9,660					
Golden Valley Road - Reseal	12,166	12,166					
Gura Street - Reseal	12,380	12,380					

CAPITAL RENEWAL PROJECTS	ESTIMATED COST	REVENUE	SECT 94 RECOUP	SECT 94	GRANT	LOANS	RESERVES
Hughes Crescent - Reseal	68,524	68,524					
Jubilee Park - Reseal	8,652	8,652					
Kendalls Beach Reserve - Reseal	1,948	1,948					
Kiama Cemetery - Reseal	6,927	6,927					
Links Street - Reseal	26,508	26,508					
Little Blowhole Reserve - Reseal	1,443	1,443					
Merindah Avenue - Reseal	28,485	28,485					
Miller Street - Reseal	12,400	12,400					
Minnamurra Headland - Reseal	4,221	4,221					
Minnamurra River Foreshore Reserve - Reseal	2,778	2,778					
Minnamurra Street - Reseal	26,182	26,182					
Misty Lane - Reseal	2,764	2,764					
Moona Avenue - Reseal	23,341	23,341					
Moore Street - Reseal	10,672	10,672					
Morton Street - Reseal	9,732	9,732					
Noorinan Street - Reseal	80,777	80,777					

CAPITAL RENEWAL PROJECTS	ESTIMATED COST	REVENUE	SECT 94 RECOUP	SECT 94	GRANT	LOANS	RESERVES
Orana Avenue - Reseal	27,275	27,275					
Osborne Street - Reseal	24,550	24,550					
Owen Street - Reseal	34,416	34,416					
Pheasant Point Drive - Reseal	67,680	67,680					
River Street - Reseal	20,308	20,308					
Robinson Avenue - Reseal	38,105	38,105					
Rose Valley Road - Reseal	1,761	1,761					
Rosebank Place - Reseal	9,885	9,885					
Saddleback Mountain Reserve - Reseal	3,139	3,139					
Sharwood Place - Reseal	27,237	27,237					
Sommerville Close - Reseal	11,363	11,363					
South Kiama Drive - Reseal	6,920	6,920					
Swamp Road - Reseal	1,137	1,137					
Tharkinna Avenue - Reseal	26,738	26,738					
The Village - Reseal	16,450	16,450					
Toolijooa Road - Reseal	47,073	47,073					

CAPITAL RENEWAL PROJECTS	ESTIMATED COST	REVENUE	SECT 94 RECOUP	SECT 94	GRANT	LOANS	RESERVES
Transport Infrastructure Asset Class Pavements	190,219	190,219					
Transport Infrastructure Asset Class Kerb Replacement	75,000	75,000					
Transport Infrastructure Asset Class Road Signs	94,892	94,892					
Transport Infrastructure Asset Class Road Furniture	30,000	30,000					
Engineering & Works	267,508	267,508					
Morton St to Bong Bong St - Reseal	10,135	10,135					
Werri Beach Reserve - Loyd Rees Reserve - Reseal	1,263	1,263					
Blowhole Point Reserve - BBQ	11,237	11,237					
Bonaira Reserve - Playground	65,000	65,000					
Gainsborough Chase Reserve - Playground	65,000	65,000					
Hindmarsh Park - Pathway Lights	35,370	35,370					
Jubilee Park Netball Area - Courts Surface	40,000	40,000					
Chittick Oval - Reserve Lighting 1	20,000	20,000					
Chittick Oval – Reserve Lighting 2	20,000	20,000					
Land & Buildings Asset Class Sports Association	30,000	30,000					

CAPITAL RENEWAL PROJECTS	ESTIMATED COST	REVENUE	SECT 94 RECOUP	SECT 94	GRANT	LOANS	RESERVES
Old School Park Reserve - Playground Shade Sail	33,369	33,369					
Fountaindale Rd Water Main Replacement	120,000	120,000					
Plant Replacement	1,319,345						1,319,345
Replace 3 roller doors	18,000	18,000					
Bush Regeneration - 7 Mile Beach	40,000	40,000					
Blue Haven - unit renewals	224,000	224,000					
Blue Haven - Construction	2,200,000					2,200,000	
Kiama Harbour Cabins - renewal	150,000	150,000					
Surf Beach - Upgrade of Cabins and Board Walk	200,000	200,000					
Surf Beach - Interest capitalisation	59,087	59,087					
Surf Beach - Holiday park upgrade	675,000					675,000	
Surf Beach - P&E purchases	100,000	100,000					
Kendalls Beach Holiday Park - renewal	160,000	160,000					
Werri Beach Holiday Park - renewal	130,000	130,000					
7 Mile Beach Holiday Park - B block amenities	200,000	200,000					

CAPITAL RENEWAL PROJECTS	ESTIMATED COST	REVENUE	SECT 94 RECOUP	SECT 94	GRANT	LOANS	RESERVES
Leisure Centre - equipment replacement/refurbishment	85,000	85,000					
The Pavilion - Banquet chairs x 450	50,400						50,400
The Pavilion - Oven and warming unit	25,000						25,000
The Pavilion - Outside door handleware including blocker plates	15,000						15,000
	11,304,786	7,020,041	-	-	-	2,875,000	1,409,745

2017-18 Budget Summary

Director	2016/17 Original Budget	2016/17 YTD Budgets	Draft Budget 2017/18
Total Expenditure	92,997,775	98,575,814	121,705,916
Total Income	86,121,169	91,699,208	115,257,938
Grand Total	6,876,606	6,876,606	6,447,978
Expenditure			
Corporate Services	10,489,630	12,612,733	12,571,535
Community Services	8,097,097	9,302,072	9,835,818
Environmental Services	7,827,867	8,742,548	8,380,724
Engineering and Works	16,073,815	19,219,004	21,286,903
Commercial Activities	43,625,366	41,891,479	63,182,958
Depreciation	6,884,000	6,807,978	6,447,978
Total Expenditure	92,997,775	98,575,814	121,705,916
Income			
Corporate Services	19,917,296	24,136,072	21,346,475
Community Services	6,465,885	7,540,853	8,027,752
Environmental Services	6,404,670	7,145,701	6,725,009
Engineering and Works	5,566,067	6,537,824	5,040,806
Commercial Activities	47,767,251	46,338,758	74,117,896
Total Income	86,121,169	91,699,208	115,257,938
Expenditure less Income			
Corporate Services	9,427,666	11,523,339	8,774,940
Community Services	1,631,212	1,761,219	1,808,066
Environmental Services	1,423,197	1,596,847	1,655,715
Engineering and Works	10,507,748	12,681,180	16,246,097
Commercial Activities	4,141,885	4,447,279	10,934,938
Depreciation	6,884,000	6,807,978	6,447,978
	6,876,606	6,876,606	6,447,978
Less Depreciation	6,884,000	6,807,978	6,447,978

Result - Surplus/Deficit

7,394

68,628

0

2017-18 Budget Detail

Master Account	2016/17 Original Budget	2016/17 Annual Budget	2017/18 Original Budget
Grand Total	6,876,606	6,909,497	6,447,978
Corporate Services	9,744,434	11,685,998	8,984,693
Corporate Information Division	1,254,900	1,691,699	1,901,710
Operating Expenditure	989,900	1,033,400	1,179,710
0056. CID - Office Equipment	989,900	1,033,400	1,179,710
Operating Income	36,000	36,000	158,000
0800. CID - General Income	36,000	36,000	158,000
Capital Expenditure	301,000	1,373,997	880,000
0535. Finance and Admin. Restricted Asset - Computer	0	433,998	0
0540. CID Capital Purchases	301,000	939,999	880,000
Capital Income	0	679,698	0
0820. Restricted Asset - Computer	0	679,698	0
Finance and Administration	11,055,811	13,502,926	11,003,532
Operating Expenditure	7,341,832	7,699,022	8,234,966
0002. Finance & Admin. Customer Service	522,876	522,876	526,608
0005. Finance and Admin. Salaries	2,635,200	2,650,200	2,703,015
0006. Finance & Admin - Records Management	201,370	202,370	209,383
0007. Finance and Admin. - Office Equipment	57,000	57,000	62,000
0008. Finance and Admin. - Advertising	38,000	38,000	38,000
0009. Finance and Admin. - Printing and Stationery	50,500	50,500	46,500
0010. Finance and Admin. Postage	50,000	60,000	60,000
0011. Finance and Admin. Telephone Costs	52,000	52,000	57,000
0015. Finance and Admin. General	305,947	422,310	533,194
0018. Training & Development - Corporate	25,000	7,948	25,000
0019. Training & Development - GM's Unit	8,000	8,000	26,350
0020. Training & Development - Commercial & Strategic	22,000	22,000	51,130
0022. Training & Development - Community Services	5,000	5,000	5,000
0023. Training & Development - Engineering & Works	36,000	36,000	36,000
0024. Training & Development - Environmental Services	8,500	8,500	22,780
0025. Finance and Admin. Auditing Services	43,900	53,900	58,900

Master Account	2016/17 Original Budget	2016/17 Annual Budget	2017/18 Original Budget
0026. Finance and Admin. Bank Charges	52,800	52,800	55,800
0028. Finance and Admin. Legal Expenses	10,000	10,000	10,000
0030. Finance and Admin. Insurance Premiums	263,000	250,000	221,175
0032. Finance and Admin. Workers Compensation Insurance	712,000	797,000	736,920
0037. Finance and Admin. Risk Management Program	23,500	35,800	23,500
0040. Finance and Admin. Superannuation	1,380,000	1,380,000	1,279,743
0042. Economic Development	52,300	79,300	47,300
0046. Tourism	384,512	385,912	799,350
0089. Insurance Recovery	0	10,000	0
0091. Insurance Recovery - Storm Damage 04/06/16	0	80,955	0
0100. Communications Unit	106,878	105,500	151,570
0200. Organisational Development	0	17,052	125,000
0600. Life Saving Program	295,549	298,099	323,748
Operating Income	19,604,296	20,558,787	20,914,475
0700. General Rates	14,743,252	14,767,908	15,769,188
0710. General Rates - Extra Charges	31,000	31,000	31,465
0720. General Purpose Grants	1,660,000	1,731,272	1,770,916
0722. Economic Development	0	5,803	0
0740. Finance and Administration - General Income	682,030	774,693	353,800
0745. Finance and Administration - Admin Support	570,664	632,567	616,747
0746. Tourism	0	0	342,660
0750. Risk Management Program	80,000	80,000	80,000
0751. Workers Compensation Contributions	507,350	509,537	523,708
0756. Life Saving Program	0	7,016	7,000
0760. Interest on Investments	930,000	1,618,991	1,018,991
0785. S94 Developer Contributions	400,000	400,000	400,000
Capital Expenditure	1,455,653	2,323,896	1,943,977
0500. Finance and Admin - Capital Purchases	91,000	491,000	559,000
0506. Life Saving Program	14,100	59,470	14,360
0523. Restricted Asset-S94 Developer Contributions	400,000	400,000	400,000
0528. Finance and Admin.-Rest.Asset-Asset Renewal	486,851	686,851	506,915

Master Account	2016/17 Original Budget	2016/17 Annual Budget	2017/18 Original Budget
0531. Finance and Admin.-Rest.Asset-Contingency	418,702	641,575	418,702
0533. Finance and Admin-Rest Asset-Council Election	45,000	45,000	45,000
Capital Income	249,000	2,967,057	268,000
0729. Life Saving Program	0	29,000	0
0782. Restricted Asset - S94 Recoupments	200,000	200,000	200,000
0786. Finance and Admin - Capital Sales	49,000	49,000	68,000
0787. Restricted Asset - Grants & Contributions	0	389,611	0
0792. Finance & Admin-Rest. Asset-Carry-over Works	0	2,299,446	0
Civic Activities	373,245	445,554	316,860
Operating Expenditure	353,245	402,850	301,860
0070. Civic Activities. Council Elections	150,000	190,000	0
0071. Civic Activities. Mayoral Allowance	24,630	24,630	42,120
0072. Civic Activities. Members Fees	101,565	101,565	173,790
0073. Civic Activities. Members Expenses	55,300	55,300	57,700
0074. Civic Activities. Members Expenses - Communication	11,250	11,855	11,250
0077. Civic Activities. Miscellaneous	10,500	19,500	17,000
Capital Expenditure	48,000	70,704	15,000
0550. Civic Activities Capital	48,000	70,704	15,000
Capital Income	28,000	28,000	0
0728. Civic Activities Capital	28,000	28,000	0
Property	316,768	320,325	199,731
Operating Income	316,768	320,325	199,731
3800. Council Properties	238,368	238,385	117,691
3858. Parks and Reserves	9,000	9,040	8,000
3860. Crown Reserves	69,400	72,900	74,040
Community Services	1,631,212	1,719,565	1,821,065
Community Support	90,870	106,599	109,502
Operating Expenditure	790,386	806,115	912,127
1040. Age/Disability Services	131,569	131,569	135,267
1042. Community Centre & Administration	658,817	674,546	776,860
Operating Income	721,550	721,550	893,691

Master Account	2016/17 Original Budget	2016/17 Annual Budget	2017/18 Original Budget
1740. Age/Disability Services	40,699	40,699	44,765
1742. Community Centre & Administration	680,851	680,851	848,926
Capital Expenditure	32,034	32,034	120,066
1043. Community Centre & Administration	21,000	21,000	23,000
1044. Restricted Asset - BHC	11,034	11,034	59,066
1212. Age/Disability Services	0	0	38,000
Capital Income	10,000	10,000	29,000
1741. Age/Disability Services	0	0	19,000
1743. Community Centre & Administration	10,000	10,000	10,000
HACC - 65 and Over (CHSP)	0	38,266	1
Operating Expenditure	968,888	1,035,159	1,057,127
1088. HACC - 65 & Over (CHSP)	968,888	1,035,159	1,057,127
Operating Income	982,508	1,032,508	1,083,748
1788. HACC - 65 & Over (CHSP)	982,508	1,032,508	1,083,748
Capital Expenditure	13,620	35,615	36,620
1030. Restricted Asset DoHA	13,620	13,620	13,620
1288. HACC - 65 & Over (CHSP)	0	21,995	23,000
Capital Income	0	0	10,000
1789. HACC - 65 & Over (CHSP)	0	0	10,000
HACC - 65 and Under (CCSP)	0	2,000	1
Operating Expenditure	466,601	464,601	483,931
1335. HACC - 65 & Under (CCSP)	466,601	464,601	483,931
Operating Income	485,436	485,436	491,765
1735. HACC - 65 & Under (CCSP)	485,436	485,436	491,765
Capital Expenditure	28,835	28,835	7,835
1330. Restricted Asset ADHC	7,835	7,835	7,835
1338. HACC - 65 & Under (CCSP)	21,000	21,000	0
Capital Income	10,000	10,000	0
1738. HACC - 65 & Under (CCSP)	10,000	10,000	0
Transport	0	24,814	0
Operating Expenditure	273,554	298,368	295,355
1050. Community Transport	273,554	298,368	295,355

Master Account	2016/17 Original Budget	2016/17 Annual Budget	2017/18 Original Budget
Operating Income	329,084	329,084	325,355
1750. Community Transport	329,084	329,084	325,355
Capital Expenditure	55,530	55,530	30,000
1052. Restricted Asset Community Transport Bus	55,530	55,530	30,000
Packages	0	0	0
Operating Expenditure	1,909,752	1,916,219	2,112,438
1045. Illawarra In Home Support	1,909,752	1,916,219	2,112,438
Operating Income	2,418,498	2,420,498	2,418,036
1745. Illawarra In Home Support	2,418,498	2,420,498	2,418,036
Capital Expenditure	518,746	514,279	805,284
1047. Restricted Asset CACP (Inhome Support)	497,746	489,686	782,284
1200. Illawarra In Home Support	21,000	24,593	23,000
Capital Income	10,000	10,000	499,686
1747. Restricted Asset CACP (Inhome Support)	0	0	489,686
1758. Illawarra In Home Support	10,000	10,000	10,000
Management and Community Planning	423,121	404,121	560,772
Operating Expenditure	443,738	454,738	581,389
1080. Social Plan	11,000	11,000	11,000
1082. Management and Planning	256,538	254,538	264,389
1085. Community Contributions	161,200	174,200	291,000
1086. CCTV	15,000	15,000	15,000
Operating Income	40,617	70,617	20,617
1780. Social Planning	20,617	20,617	20,617
1786. CCTV	20,000	50,000	0
Capital Expenditure	20,000	20,000	0
1186. CCTV Capital	20,000	20,000	0
Community and Cultural Development	242,436	257,036	288,975
Operating Expenditure	271,711	304,001	318,250
1078. Aboriginal Engagement Project	15,619	13,619	29,131
1081. Dementia Friendly Community Project	0	44,697	0
1090. Community and Cultural Development	95,395	95,585	98,056
1093. Cultural Plan	8,000	8,000	8,000

Master Account	2016/17 Original Budget	2016/17 Annual Budget	2017/18 Original Budget
1095. Cultural Contributions	61,300	61,700	81,300
1096. Community and Health	91,397	80,400	101,763
Operating Income	29,275	46,965	29,275
1781. Dementia Friendly Community Project	0	17,500	0
1790. Cultural Development	29,275	29,275	29,275
1796. Community and Health	0	190	0
Youth Services	101,734	81,458	80,740
Operating Expenditure	154,164	158,388	157,335
1130. Youth Services and Programs	154,164	158,388	157,335
Operating Income	52,430	76,930	76,595
1830. Youth Services and Programs	52,430	76,930	76,595
Capital Expenditure	0	135,000	0
1132. Youth Services	0	135,000	0
Capital Income	0	135,000	0
1835. Youth Services	0	135,000	0
Library Services	773,051	809,271	781,076
Operating Expenditure	830,477	899,647	847,326
1145. Library Administration Salaries	495,317	495,317	512,653
1150. Library Administration Services	289,758	353,278	293,271
1160. Library Furniture and Equipment Maintenance	7,200	7,200	5,700
1161. Library Stock	20,100	20,100	19,100
1165. Library Local Priority Projects	6,952	14,102	6,952
1180. Family History Centre	11,150	9,650	9,650
Operating Income	145,426	240,022	151,250
1845. Library Services	134,176	229,772	141,000
1880. Family History Centre	11,250	10,250	10,250
Capital Expenditure	88,000	149,646	85,000
1167. Library Purchases Children's Books	0	1,100	0
1168. Library Purchases Books	85,000	85,000	85,000
1169. Library Purchases - Equipment	3,000	3,000	0
1890. Library Capital	0	60,546	0
Carer Respite Centre	0	0	0

Master Account	2016/17 Original Budget	2016/17 Annual Budget	2017/18 Original Budget
Operating Expenditure	1,231,061	1,954,933	1,985,734
8045. SCG - Regional Carer Respite	1,209,844	1,209,844	1,222,415
8050. SCG - Regional Carer Disability	0	194,916	199,564
8061. SCG - Mental Health Respite Program	0	380,487	389,884
8065. SCG - Young Carer Project	0	148,469	152,170
8090. SCG - Dementia Education & Training	21,217	21,217	21,701
Operating Income	1,231,061	1,954,933	1,985,734
8535. SCG - Regional Carer Respite	1,209,844	1,209,844	1,222,415
8536. SCG - Regional Carer Disability	0	194,916	199,564
8538. SCG - Young Carer Project	0	148,469	152,170
8541. SCG - Mental Health Respite Program	0	380,487	389,884
8546. SCG - Dementia Education & Training	21,217	21,217	21,701
Environmental Services	1,423,197	1,497,275	1,655,722
Building and Development	316,172	297,377	375,623
Operating Expenditure	840,167	1,000,835	970,618
2000. Environmental Directorate Salaries	232,793	232,793	240,941
2005. Building and Development Salaries	486,874	486,874	599,377
2020. Building and Development General	120,500	281,168	130,300
Operating Income	537,995	717,458	644,495
2700. Licences and Fees	7,045	7,045	7,045
2710. Building Control	529,450	708,913	635,950
2715. Commission	1,500	1,500	1,500
Capital Expenditure	25,000	25,000	94,000
2200. Building and Development Capital	25,000	25,000	94,000
Capital Income	11,000	11,000	44,500
2780. Building and Development Capital Sales	11,000	11,000	44,500
Environment and Health	861,969	932,759	1,012,778
Operating Expenditure	6,272,099	6,444,803	6,388,215
2310. Control of Dogs	131,279	131,279	133,822
2315. Ranger Services Parking	60,412	60,412	62,425
2320. Control of Animals	3,900	3,900	4,005
2325. Companion Animals Act	41,962	41,962	38,048

Master Account	2016/17 Original Budget	2016/17 Annual Budget	2017/18 Original Budget
2330. Regulations/Orders/Inspections	83,897	83,897	86,675
2335. Sewerage Compliance/Inspection	34,103	34,103	35,260
2340. Health Administration	24,700	34,700	22,100
2341. Waste Minimisation Officer	91,988	91,988	95,166
2342. Health Administration Salaries	387,028	365,028	400,574
2345. Health Administration Programs	46,800	83,481	44,000
2346. Environmental Administration	2,000	62,665	2,000
2352. Organics and Recycling Implementation Program	47,844	47,844	49,449
2354. CRC Communication & Education Program	0	10,000	0
2355. Pollution Control	17,500	17,500	17,579
2357. Tree Preservation Order	80,119	80,119	81,926
2358. Water Conservation Initiatives	6,500	6,500	6,500
2360. Domestic Waste Management	4,362,768	4,362,768	4,483,339
2365. Waste/LEMP Requirements	52,000	84,886	36,000
2367. Illegal Dumping Clean Up Costs	9,200	9,200	9,142
2370. Garbage - General	161,245	205,717	155,401
2375. Trade Waste	494,000	494,000	494,750
2400. Garbage Contractor Charges	132,854	132,854	130,054
Operating Income	5,542,780	5,554,886	5,831,514
2800. Companion Animals Act	26,650	26,650	26,650
2805. Impounding Fees	480	480	480
2810. Regulations/Orders/Inspections	99,550	99,550	103,550
2812. Organics and Recycling Implementation Program	21,123	21,123	0
2815. Health Administration	156,827	163,095	156,627
2820. Domestic Waste Management	4,931,650	4,937,488	5,224,707
2825. Trade Waste	265,000	265,000	275,000
2840. Sullage Services	41,500	41,500	44,500
Capital Expenditure	350,545	948,568	536,577
2405. Restricted Asset - Domestic Waste Management	165,718	165,718	378,250
2415. Restricted Asset - Waste and Sustainability	87,327	77,869	87,327
2420. Environmental Administration	97,500	704,981	71,000
Capital Income	217,895	905,726	80,500

Master Account	2016/17 Original Budget	2016/17 Annual Budget	2017/18 Original Budget
2833. Restricted Asset - Domestic Waste Management	0	644,831	0
2835. Furniture Plant and Equipment Sales	46,000	46,000	40,000
2845. Restricted Asset - Waste and Sustainability	171,895	214,895	40,500
Strategic Planning	245,056	267,139	267,321
Operating Expenditure	340,056	390,906	337,321
2600. Strategic Planning	240,056	240,056	247,321
2605. Town Planning Studies	90,000	135,000	80,000
2608. Section 94 Management Plan	10,000	15,850	10,000
Operating Income	95,000	123,767	95,000
2900. Strategic Planning	85,000	113,767	85,000
2904. Section 94 Management Plan	10,000	10,000	10,000
Capital Expenditure	0	0	54,000
2620. Strategic Planning	0	0	54,000
Capital Income	0	0	29,000
2906. Strategic Planning Capital Sales	0	0	29,000
Engineering and Works	10,824,516	12,976,735	16,445,838
Building Services	678,589	678,589	679,979
Operating Expenditure	678,589	678,589	679,979
3370. Buildings	678,589	678,589	679,979
Parks Services	1,521,222	1,547,629	1,519,140
Operating Expenditure	1,712,222	1,738,629	1,687,140
3314. Landcare Support	5,000	5,000	4,000
3371. Open Space	303,500	395,700	297,750
3372. Sports Fields	287,020	301,020	284,164
3373. Parks	814,200	727,907	809,332
3374. Playgrounds	64,302	64,302	64,309
3375. Beaches	30,100	30,100	30,177
3376. Rock Pools	25,200	31,700	25,287
3377. Boat Ramps	16,100	16,100	8,076
3378. Cemeteries	166,800	166,800	164,045
Operating Income	251,000	251,000	208,000
3855. Public Cemeteries	251,000	251,000	208,000

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Capital Expenditure	60,000	60,000	40,000
3719. Parks Services Capital Works	60,000	60,000	40,000
Construction Services	2,888,899	4,796,569	8,825,195
Operating Expenditure	2,120,300	2,163,441	1,974,605
3206. Graffiti Removal	6,000	6,000	4,000
3379. Urban Roads	736,900	736,900	671,472
3380. Rural Roads	529,700	529,700	460,205
3381. Regional Roads	578,000	616,241	589,000
3382. Shared Pathways	89,000	89,000	77,250
3383. Drainage	150,000	150,000	137,100
3384. Dams	9,500	9,500	9,478
3495. Road Safety Officer Projects	21,200	26,100	26,100
Operating Income	1,317,713	1,335,613	852,431
3880. Operating Grants - RMS	1,299,713	1,315,613	827,431
3886. Driveway Crossings	18,000	20,000	25,000
Capital Expenditure	2,388,415	4,674,481	8,385,021
3150. Infrastructure - Capital New	568,650	1,207,383	3,986,747
3160. Infrastructure - Capital Renewal	1,819,765	3,467,098	4,398,274
Capital Income	302,103	705,740	682,000
3875. Capital Grants - RMS	132,000	98,480	32,000
3887. Section 94 Recoupments	150,000	244,500	150,000
3895. Capital Grants	0	34,727	500,000
3896. Section 94 New Plan	20,103	328,033	0
Engineering and Works Administration	3,948,643	4,080,851	3,525,886
Operating Expenditure	5,494,486	5,804,914	5,437,060
3500. Bushfire Services	130,000	136,192	140,708
3502. Contributions Emergency Management	266,000	254,935	256,970
3504. State Emergency Service	18,000	8,500	28,500
3506. Local Rescue Management	2,500	3,500	2,500
3508. Engineering and Works	2,144,339	2,327,788	2,090,871
3510. Kiama Works Depot	158,730	158,730	163,730
3512. Street Lighting	425,000	404,204	360,000

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3514. Car Parking	17,500	25,890	17,810
3516. Two Way Radio Base	15,622	15,622	15,622
3518. Outdoor Staff Accrual Leave Entitlements	500,000	500,000	517,500
3520. Fleet Management	105,275	105,275	108,960
3521. Road Safety Officer	92,520	92,520	95,049
3535. Debt Servicing - Works Program	0	138,032	119,840
3540. Public Works Plant	15,000	15,000	15,000
3604. Recoverable Works	4,000	18,726	4,000
3640. Plant Running Expenses Control	1,600,000	1,600,000	1,500,000
Operating Income	2,801,155	2,841,343	2,513,938
3900. Rural Fire Service	135,000	148,502	135,208
3902. State Emergency Services	8,000	0	0
3904. Operating Grants	92,500	113,655	73,000
3906. Administration - Engineering and Works	343,947	345,759	316,315
3910. Plant Operation	2,000	2,000	2,000
3916. Recoverable Works	5,000	18,468	5,000
3940. Plant Running Income - Control	2,214,708	2,212,959	1,982,415
Capital Expenditure	1,724,740	2,092,728	1,579,345
3700. Public Works Plant	1,150,270	1,656,290	1,319,345
3702. Motor Vehicle Replacement	202,000	202,000	182,000
3710. Engineering and Works Office Equipment	138,032	0	0
3715. Kiama Works Depot	17,000	17,000	18,000
3716. Two Way Radio Base	15,000	15,000	0
3718. Bushfire Services	10,000	10,000	10,000
3790. Restricted Asset - Plant Replacement	142,438	142,438	0
3792. Restricted Asset - Fleet Replacement	50,000	50,000	50,000
Capital Income	469,428	975,448	976,581
3706. Debt Servicing-Works Program	309,572	309,572	327,764
3950. Public Works Plant	231,000	531,000	185,000
3951. Motor Vehicle Replacement	104,000	104,000	91,000
3960. Restricted Asset - Plant Replacement	0	206,020	197,945
3961. Restricted Asset - Waste Unit	444,000	444,000	830,400

Master Account	2016/17 Original Budget	2016/17 Annual Budget	2017/18 Original Budget
Waste Services	1,787,163	1,873,097	1,895,638
Operating Expenditure	1,874,563	1,946,033	1,884,443
2300. Council Properties Cleaning	830,844	830,844	822,454
2353. Kiama's Litter Hotspots Project	0	4,789	0
2380. Minnamurra Rubbish Tip	557,157	614,960	569,216
2382. Community Recycling Centre	0	0	30,000
2385. Gerroa Rubbish Tip	25,000	25,000	24,998
2395. Street and Gutter Cleaning	461,562	470,440	437,775
Operating Income	107,900	135,900	108,125
2830. Garbage Tipping Income	104,000	132,000	104,225
2836. Council Properties Cleaning Income	3,900	3,900	3,900
Capital Expenditure	20,500	62,964	119,320
2450. Waste Disposal Depot	5,000	5,000	0
2451. Community Recycling Centre	0	42,464	0
2470. Minnamurra Tip Rehab	10,000	10,000	119,320
2480. Council Properties Cleaning	5,500	5,500	0
Commercial Activities	4,141,885	4,406,058	10,937,932
Blue Haven Care - Residential	100,000	100,000	100,000
Operating Expenditure	4,747,645	4,789,133	5,059,029
5002. Blue Haven Nursing - Trained Nurses	729,920	407,505	755,467
5004. Blue Haven Nursing - Untrained Nurses	1,348,965	1,448,965	1,396,179
5006. Blue Haven Nursing - Care Service Staff	190,179	190,179	196,835
5008. Blue Haven Nursing - Therapy Staff	78,024	78,024	80,755
5010. Nursing Charges - Other	316,110	556,630	556,132
5012. Catering Costs - Nursing	265,010	229,000	257,000
5014. Blue Haven Nursing - Kitchen Staff	172,381	272,381	178,414
5016. Blue Haven Nursing - Cleaning Staff	339,707	222,940	336,714
5018. Blue Haven Nursing - Laundry	82,094	18,000	87,512
5020. Repairs and Maintenance - Nursing	219,800	245,000	227,400
5022. Blue Haven Nursing - Handyman	58,171	58,171	60,207
5026. Administration - Nursing	666,951	690,483	624,782
5028. Blue Haven Nursing - Administrative Staff	280,333	371,855	301,632

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Operating Income	5,311,981	5,353,469	5,470,029
5400. Blue Haven Nursing	5,311,981	5,353,469	5,470,029
Capital Expenditure	564,336	564,336	411,000
5050. Blue Haven Nursing - Restricted Asset	564,336	532,336	411,000
5080. Furniture Plant and Equipment	0	32,000	0
Capital Income	100,000	100,000	100,000
5420. Blue Haven Nursing - Restricted Asset	100,000	100,000	100,000
Blue Haven Independant Living	243,147	161,051	271,653
Operating Expenditure	1,088,872	1,135,968	1,097,368
5300. Blue Haven Independant Living Units	838,872	880,968	842,868
5310. Administration	250,000	255,000	254,500
Operating Income	1,802,175	1,802,175	1,688,490
5500. Blue Haven Independant Living Units	1,802,175	1,802,175	1,688,490
Capital Expenditure	713,303	748,303	572,319
5350. Blue Haven Independent Living - Restricted Asset	489,303	489,303	248,319
5360. Blue Haven Independant Living Units	224,000	259,000	324,000
Capital Income	243,147	243,147	252,850
5520. Blue Haven Independent Living - Restricted Asset	243,147	243,147	252,850
Kiama Harbour Cabins	11,120	55,029	204,366
Operating Expenditure	800,164	729,539	707,788
6000. Kiama Harbour Cabins	800,164	729,539	707,788
Operating Income	1,061,900	1,061,900	1,062,154
6400. Kiama Harbour Cabins	1,061,900	1,061,900	1,062,154
Capital Expenditure	250,616	277,332	150,000
6100. Kiama Harbour Cabins	36,515	63,231	150,000
6105. Kiama Harbour Cabins - Debt Servicing	214,101	214,101	0
Surf Beach Holiday Park	251,834	304,577	1,256,763
Operating Expenditure	1,090,366	1,088,998	1,082,657
6005. Surf Beach Holiday Park	1,090,366	1,088,998	1,082,657
Operating Income	1,499,200	1,569,200	1,609,473
6420. Surf Beach Holiday Park	1,499,200	1,569,200	1,609,473
Capital Expenditure	157,000	175,625	1,770,053

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6150. Surf Beach Holiday Park	157,000	175,625	1,609,087
6155. Surf Beach Holiday Park Debt Servicing	0	0	160,966
Capital Income	0	0	2,500,000
6425. Surf Beach Holiday Park Loan Funds Utilised	0	0	2,500,000
Kendalls Beach Holiday Park	5,107	7,540	111,602
Operating Expenditure	1,075,646	1,089,610	1,039,247
6010. Kendalls Beach Holiday Park	1,075,646	1,089,610	1,039,247
Operating Income	1,560,784	1,577,289	1,615,958
6440. Kendalls Beach Holiday Park	1,560,784	1,577,289	1,615,958
Capital Expenditure	438,106	454,730	410,000
6200. Kendalls Beach Holiday Park	263,106	279,730	160,000
6206. Restricted Asset Kendalls Beach Holiday Park	175,000	175,000	250,000
Capital Income	52,139	25,409	55,109
6205. Kendalls Beach Holiday Park Debt Servicing	52,139	52,139	55,109
6455. Restricted Asset Kendalls Beach Holiday Park	0	26,730	0
Werri Beach Holiday Park	722,297	756,097	902,320
Operating Expenditure	1,203,263	1,171,723	1,168,320
6015. Werri Beach Holiday Park	1,203,263	1,171,723	1,168,320
Operating Income	2,097,560	2,142,560	2,200,640
6460. Werri Beach Holiday Park	2,097,560	2,142,560	2,200,640
Capital Expenditure	172,000	214,740	130,000
6250. Werri Beach Holiday Park	172,000	214,740	130,000
Seven Mile Beach Holiday Park	555,223	620,341	282,969
Operating Expenditure	1,418,893	1,412,493	1,450,634
6020. Seven Mile Beach Holiday Park	1,418,893	1,412,493	1,450,634
Operating Income	2,251,465	2,291,465	2,412,665
6480. Seven Mile Beach Holiday Park	2,251,465	2,291,465	2,412,665
Capital Expenditure	277,349	367,849	1,245,000
6300. Seven Mile Beach Holiday Park	148,000	238,500	245,000
6306. Restricted Asset Holiday Parks	129,349	129,349	1,000,000
Capital Income	0	109,218	0
6495. Restricted Asset Holiday Parks	0	109,218	0

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Showground Camping Ground	34,650	34,650	39,700
Operating Expenditure	21,350	21,756	28,300
6030. Showground Camping Area	21,350	21,756	28,300
Operating Income	56,000	60,000	68,000
6520. Showground Camping Area	56,000	60,000	68,000
Capital Expenditure	0	3,594	0
3650. Showground Camping Ground	0	3,594	0
Administration	688,298	834,926	689,238
Operating Expenditure	549,746	588,812	593,871
6600. Leisure Centre - Salaries - Permanent Staff	137,569	137,569	142,384
6601. Leisure Centre - Salaries - Casual Staff	29,814	29,814	30,858
6610. Leisure Centre - Administration	339,088	378,154	376,041
6613. Leisure Centre - Programs	43,275	43,275	44,588
Operating Income	84,416	84,416	84,778
6800. Leisure Centre - Income	84,416	84,416	84,778
Capital Expenditure	164,173	271,735	118,000
6702. Leisure Centre	164,173	271,735	118,000
Capital Income	58,795	58,795	62,145
6700. Leisure Ctr Debt Servicing-Loan Repayments	58,795	58,795	62,145
Pool	318,540	406,384	407,048
Operating Expenditure	668,568	695,724	715,952
6630. Leisure Centre - Pool	312,191	307,347	316,691
6632. Learn to Swim	325,706	354,706	367,016
6634. Aqua	30,671	33,671	32,245
Operating Income	987,108	1,102,108	1,123,000
6830. Leisure Centre - Pool	317,005	317,005	320,000
6832. Learn to Swim	624,979	724,979	743,000
6834. Aqua	45,124	60,124	60,000
Hall	33,184	30,769	33,820
Operating Expenditure	81,074	101,074	86,180
6635. Leisure Centre - Hall	40,746	38,746	35,218
6637. Kindergym/Parties	40,328	62,328	50,962

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Operating Income	114,258	131,843	120,000
6835. Leisure Centre - Hall	82,655	82,655	70,000
6837. Kindergym/Parties	31,603	49,188	50,000
Fitness	124,735	117,233	27,214
Operating Expenditure	387,293	395,795	403,786
6640. Gymnasium	138,248	133,248	149,045
6641. Aerobics	175,933	189,435	182,727
6642. Child Minding	54,945	54,945	55,281
6643. Gentle/Outsource	18,167	18,167	16,733
Operating Income	512,028	513,028	431,000
6840. Gymnasium	253,964	253,964	200,000
6841. Aerobics	222,634	222,634	215,000
6842. Child Minding	15,750	16,750	16,000
6843. Gentle/Outsource	19,680	19,680	0
Jamberoo Pool	42,214	42,214	42,599
Operating Expenditure	42,214	42,214	42,599
6620. Jamberoo Pool - Running Costs	42,214	42,214	42,599
Domestic Waste	182,915	190,415	193,416
Operating Expenditure	1,340,432	1,340,432	1,337,082
7300. Domestic Waste - Management	337,544	337,544	354,588
7302. Domestic Waste - Drivers	303,617	303,617	314,244
7305. Domestic Waste -Plant	260,000	260,000	234,000
7306. Domestic Waste -Green Waste/Cleanup	167,271	167,271	162,250
7310. Domestic Waste - Loading Transport-Recycling	272,000	272,000	272,000
Operating Income	2,441,018	2,448,518	2,507,200
7800. Domestic Waste Management	1,813,018	1,820,518	1,847,200
7805. Domestic Waste -Green Waste/Cleanup	628,000	628,000	660,000
Capital Expenditure	937,671	1,425,315	976,702
7317. DWM Furniture Plant and Equipment Purchases	161,975	649,619	405,000
7319. Restricted Asset - Waste Depot	0	0	71,702
7320. Restricted Asset - Waste Unit Plant Replacement	775,696	775,696	500,000
Capital Income	20,000	507,644	0

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7816. Restricted Asset - Waste Unit Plant Replacement	20,000	507,644	0
Contract Plant Hire	434,406	638,184	694,281
Operating Expenditure	1,804,594	1,812,594	1,783,738
7500. Contract - Truck and Plant Hire	146,203	146,203	151,233
7502. Tipper & Float Hire - Plant 9179	163,835	163,835	161,569
7503. Street Sweeper Hire-Plant 9168 & 9185	524,504	524,504	512,362
7504. Front End Loader	58,453	58,453	54,074
7506. Water Tanker	135,741	135,741	134,367
7507. Excavator - Plant 9246	15,542	15,542	14,866
7508. Volvo Hire -Plant 9178	18,000	26,000	17,000
7509. Tipper Hire - Plant 9197	151,321	151,321	149,862
7510. Effluent - Relief Drivers-Plant 9180	50,995	50,995	50,405
7511. External Truck Hire	10,000	10,000	10,000
7512. Commercial Recycling - Plant 9194	30,000	30,000	28,000
7515. Effluent -Fuel Purchases	500,000	500,000	500,000
Operating Income	2,239,000	2,450,778	2,478,019
7850. Effluent - Management-Truck & Plant Hire	2,239,000	2,450,778	2,478,019
Trade Waste	52,679	54,654	149,702
Operating Expenditure	384,149	384,149	389,578
7700. Trade Waste - Management	87,255	87,255	90,342
7710. Trade Waste - Small Garbage Truck	155,728	155,728	156,929
7718. Co Mingled Recycling	131,166	131,166	133,307
7720. Trade Waste - Front Lift Truck	10,000	10,000	9,000
Operating Income	436,828	438,803	539,280
7950. Trade Waste - Management	436,828	438,803	539,280
Elambra Estate	1,900,000	1,925,466	10,665,259
Capital Income	1,900,000	1,925,466	10,665,259
7050. Restricted Asset - Land Development	1,900,000	1,925,466	10,665,259
Land Development Other	0	31,966	2,918,828
Operating Expenditure	0	9,500	40,000
6951. Land Development - Other	0	9,500	40,000
Capital Expenditure	0	8,522,466	6,178,828

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6948. Spring Creek Development	0	2,000	6,178,828
6962. Restricted Asset - Land Development	0	8,500,000	0
6965. Capital Expenditure - Akuna Street Carpark	0	2,500	0
6966. Capital Purchase - 55 Shoalhaven St Kiama	0	17,966	0
Capital Income	0	8,500,000	3,300,000
7030. Spring Creek Development	0	0	3,300,000
7035. Akuna/Shoalhaven Street Development	0	8,500,000	0
Administration	291,826	332,718	420,578
Operating Expenditure	277,826	345,073	327,228
7100. The Pavilion - Events Co-ordinator	125,926	125,926	130,333
7110. The Pavilion - Administration Expenses	151,900	219,147	196,895
Operating Income	1,000	5,702	2,050
7200. The Pavilion - Administration Income	1,000	5,702	2,050
Capital Expenditure	63,520	41,867	95,400
7731. The Pavilion	63,520	41,867	95,400
Capital Income	48,520	48,520	0
7282. Blue Haven ILU - Restricted Asset	256,853	256,853	208,333
7732. The Pavilion Debt Servicing	208,333	208,333	208,333
Commercial	163,000	196,481	189,500
Operating Expenditure	97,000	107,124	92,500
7120. The Pavilion - Wedding Expenses	0	1,724	0
7130. The Pavilion - Conference Expenses	76,000	71,500	71,500
7150. The Pavilion - Other Events Expenses	21,000	33,900	21,000
Operating Income	260,000	303,605	282,000
7220. The Pavilion - Wedding Income	40,000	51,964	52,000
7230. The Pavilion - Conference Income	200,000	222,682	200,000
7250. The Pavilion - Other Events Income	20,000	28,959	30,000
Community	41,600	49,011	45,500
Operating Income	41,600	49,011	45,500
7270. The Pavilion - Community Income	32,000	39,411	35,900
7275. The Pavilion - Internal Events	9,600	9,600	9,600
Blue Haven Aged Care Facility	0	0	0

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Operating Expenditure	0	0	8,963,806
5953. Blue Haven ACF - Residential Care Restricted Asset	0	0	8,963,806
Operating Income	0	0	425,861
5950. Blue Haven ACF	0	0	425,861
Capital Expenditure	22,808,197	11,820,000	24,693,000
5850. Blue Haven ACF - RACF	22,808,197	11,820,000	24,693,000
Capital Income	22,808,197	11,820,000	33,230,945
5980. Blue Haven ACF - RACF	1,000,000	2,820,000	2,000,000
5983. Blue Haven ACF - Hostel Restricted Asset	0	4,000,993	0
5984. Blue Haven ACF - Residential Care Restricted Asset	2,000,000	3,200,000	0
5985. Blue Haven ACF - ILU Restricted Asset	810,945	1,529,952	0
5986. Blue Haven ACF - Loan Funds	18,802,518	0	30,000,000
5988. Blue Haven ACF - S94 Funds	194,734	269,055	1,230,945
Depreciation	6,884,000	6,807,978	6,447,978
Depreciation	6,884,000	6,807,978	6,447,978
Operating Expenditure	6,884,000	6,807,978	6,447,978
0055. Finance and Admin. Depreciation	6,884,000	135,742	136,939
1075. Depreciation - Community Centre	0	32,174	32,457
1152. Depreciation - Library Services	0	108,987	109,947
1182. Depreciation - Library/Family History Centre	0	107,266	108,211
2381. Depreciation - Minnamurra Rubbish Tip	0	13,864	13,986
3001. Depreciation - Privies - Hindmarsh Park	0	3,717	3,750
3005. Depreciation - Privies - Black Beach	0	13,299	13,416
3017. Depreciation - Privies - Coronation Park	0	5,949	6,001
3021. Depreciation - Privies - Boat Harbour	0	711	717
3027. Depreciation - Chambers and Office	0	158,868	160,268
3037. Depreciation - Coach House Gallery	0	11,939	12,044
3041. Depreciation - Beach Bathing	0	102,374	103,276
3043. Depreciation - Gerringong Town Hall	0	806	813
3049. Depreciation - Jamberoo Youth Hall	0	7,395	7,460

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3051. Depreciation - Showground Pavilion	0	117,489	118,525
3057. Depreciation - Gerroa Neighbourhood Centre	0	28,254	28,503
3059. Depreciation - North Kiama Neighbourhood Centre	0	17,907	18,065
3069. Depreciation - Blowhole Point Kiosk	0	19,626	19,799
3071. Depreciation - Southern Cottage Hindmarsh Park	0	9,747	9,833
3075. Depreciation - Other Buildings	0	347,852	350,918
3216. Depreciation - Cemeteries	0	271	273
3302. Depreciation - Crown Reserves	0	12,076	12,182
3303. Depreciation - Council Reserves	0	269,688	272,065
3401. Depreciation - Urban Drainage	0	276,675	279,114
3411. Depreciation - Roads / Bridges and Footpaths	0	2,624,913	2,648,047
3501. Depreciation - Bushfire Services	0	10,673	10,768
3511. Depreciation - Kiama Works Depot	0	25,656	25,882
3515. Depreciation - Car Parking	0	301	304
3522. Depreciation - Plant Running	0	947,184	535,532
5055. Depreciation - Blue Haven Nursing	0	17,493	17,648
5255. Depreciation - Blue Haven Hostel	0	206,956	208,780
6002. Depreciation - Kiama Harbour Cabins	0	86,345	87,106
6007. Depreciation - Surf Beach Holiday Park	0	124,868	125,968
6012. Depreciation - Kendalls Beach Holiday Park	0	129,682	130,825
6017. Depreciation - Werri Beach Holiday Park	0	120,760	121,824
6022. Depreciation - Seven Mile Beach Holiday Park	0	155,071	156,438
6625. Depreciation - Jamberoo Pool	0	9,797	9,883
7600. Depreciation - Waste Management Unit	0	545,603	550,411